COONAMBLE
SHIRE COUNCIL

# ANNEXURES

## Ordinary Council Meeting
## Under Separate Cover
## Thursday, 15 May 2025

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| | **Division:** | **Date From:** |
| | **Committee:** Council | **Date To:** |
| | **Officer:** | |
| **Action Sheets Report** | | **Printed:** 8 May 2025 9:44 PM |

| Meeting | Officer/Director | Section | Subject |
|---|---|---|---|
| Council 14/06/2023 | Quarmby, Bruce | Reports to Council | **Management of Crown Reserve 96390 - Lot 244 DP44910** |

**RESOLUTION 2023/109**
Moved: Cr Pat Cullen
Seconded: Cr Terence Lees

1. **That Council notes the information contained within this report.**
2. **That Council resolves to formally request that the Department of Crown Lands formally appoint Coonamble Shire Council as the Crown Reserve Manager for the Reserve 96390.**
3. **That Council resolves that as the purpose for the Crown Reserve is for the provision of Emergency Services, that the Reserve is to be classified as Operational Land.**
4. **That following the appointment of Council as the Crown Reserve Manager for the Reserve 96390. That Council resolves to proceed with the compulsory acquisition of the Reserve 96390, being Lot 244 DP 44910 for the purpose of the provision of emergency services in accordance with sections 186 and 187 of the Local Government Act 1993 and in accordance with the Land Acquisition (Just Terms Compensation) Act 1991.**
5. **That Council makes an application to the Minister and the Governor for approval to acquire the land described as part Lot 244 by compulsory process under section 186(1) and 187 of the Local Government Act 1993 of provision of emergency services in accordance with the requirements of the *Land Acquisition (Just Terms Compensation) Act 1991*.**

6. **That Council does not acquire the mineral rights over the land to be acquired.**

7. **That Council resolves that the land is to be classified as operational land in accordance with section 31 (2) of the *Local Government Act 1993*.**

8. **That Council resolves for the purposes of section 30 of the *Land Acquisition (Just Terms Compensation) Act 1991*, that Council agrees to the land being acquired for compensation, set at the market value of the land, as agreed by the General Manager and the Department of Planning, Industry and Environment – Crown Lands.**

9. **That Council resolves.**

a) **to delegate to the General Manager or his delegate the power to do anything further as necessary to give effect to the compulsory acquisition including obtaining any necessary approvals and publishing any necessary notices in the Gazette.**

b) **That authority be granted to the General Manager to affix the Common Seal of the Council to any documentation required to give effect to this resolution.**

In Favour: Crs Tim Horan, Karen Churchill, Adam Cohen, Pat Cullen, Barbara Deans, Bill Fisher, Ahmad Karanouh, Terence Lees and Brian Sommerville
Against: Nil

**CARRIED 9/0**

**25 Aug 2023 11:52am Quarmby, Bruce**
Letter written to crown lands seeking appointment as crown reserve manager. Public works to be engaged to acquire the land

**18 Mar 2024 8:02pm Quarmby, Bruce**
Council has been appointed Crown Land Manager , acquisition of land to proceed.

**04 Jul 2024 9:25am Quarmby, Bruce**
NSW Public Works have been approached to handle the acquisition of the land

**17 Jan 2025 10:20am Quarmby, Bruce**
Made follow up contact with Public works to progress the issue.

**25 Apr 2025 9:46pm Quarmby, Bruce**
Following advice of staffing changes at the NSW Public Works, management have been in contact with NSW Public Works to restart/progress the required works.

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| Meeting | Officer/Director | Section | Subject |
|---|---|---|---|
| Council 10/07/2024 | Quarmby, Bruce | Reports to Council | **Correction of Lands Title Issue for Lot 1 DP 132634** |

**RESOLUTION 2024/171**
Moved: Deputy Mayor Bill Fisher
Seconded: Cr Barbara Deans

1. **That Council receives and notes the information in this report.**
2. **That Council authorises the General Manager to undertake the necessary actions required to facilitate the transfer of the ownership of Lot 1 DP 132634 from Coonamble Shire Council to that of Essential Energy.**

In Favour: Crs Tim Horan, Bill Fisher, Pat Cullen, Barbara Deans, Terence Lees and Brian Sommerville
Against: Nil

**CARRIED 6/0**

**13 Aug 2024 10:47am Quarmby, Bruce**
Emailed Essential Energy advising them of Council's resolution, will await response. If no response the issue will be followed up by the end of September

**19 Nov 2024 5:02pm Quarmby, Bruce**
Contacted Essential Energy in Oct , awaiting response

**17 Jan 2025 9:40am Quarmby, Bruce**
Follow up email to Essential Energy to receive update on the progress of the lands transfer.

**25 Apr 2025 9:53pm Quarmby, Bruce**
Staff have again reached out to Essential Energy to progress the transfer of ownership of the land.

| Meeting | Officer/Director | Section | Subject |
|---|---|---|---|
| Council 13/11/2024 | Broe, Barry | Notices of Motions/Questions with Notice/Rescission | **Notice of Motion - Heritage Study 2008-2010 (Cr Churchill)** |

**RESOLUTION 2024/268**
Moved: Cr Karen Churchill
Seconded: Cr Margaret Garnsey
**That:**

1. **Engages a suitably qualified consultant in line with Council's procurement processes to review the Coonamble Shire Community Based Heritage Study 2008-2010 with the aim of amending the Local Environmental Plan to reflect the recommendations of a contemporary Heritage Study.**
2. **Writes to the property owners regarding the recommended heritage status of their property based on the findings of the revised Heritage Study.**
3. **Notes that owners of historic buildings of State significance have an option to register their property with the State.**

In Favour: Crs Daniel Keady, Steven Butler, Karen Churchill, Adam Cohen, Paul Fisher, Margaret Garnsey, Phillipa Goldsmith and Ahmad Karanouh
Against: Nil

**CARRIED 8/0**

**28 Nov 2024 9:08am Broe, Barry - Target Date Revision**
Target date changed by Broe, Barry from 27 November 2024 to 05 November 2025 - This is subject to funding being allocated in the 25/26 budget, Grant application for $25,000 has been submitted, as suggested at the December Council meeting

**25 Mar 2025 4:56pm Broe, Barry**
We await the decision on our grant application

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| Meeting | Officer/Director | Section | Subject |
|---|---|---|---|
| Council 11/12/2024 | Quarmby, Bruce | Reports to Council | **Updated Donations Policy** |

**RESOLUTION 2024/289**
Moved: Cr Paul Fisher
Seconded: Cr Ahmad Karanouh

1. **That Council notes the information in this report.**
2. **Endorses the amended Donations Policy to go on public exhibition for at least a period of 28 days and provide members of the community at least 42 days in which to comment on the draft policy.**
3. **At the end of the public submission period:**
4. **Receive a further report following the exhibition period including any submissions made on the amended Donations Policy, or**
5. **If no submissions are received, formally adopt the Donations without any changes.**

In Favour: Crs Daniel Keady, Steven Butler, Karen Churchill, Adam Cohen, Paul Fisher, Margaret Garnsey, Phillipa Goldsmith, Ahmad Karanouh and Paul Wheelhouse
Against: Nil

**CARRIED 9/0**

**24 Jan 2025 3:45pm Tatton, Deborah**
On Public Exhibition for 42 days from 6.1.25
**28 Feb 2025 9:19am Tatton, Deborah -**
resubmitted to March meeting for adoption after public exhibition
**31 Mar 2025 4:36pm Tatton, Deborah**
formally adopted. Need to identify committee members
**08 May 2025 9:35pm Tatton, Deborah - Completion**
Completed by Tatton, Deborah (action officer) on 08 May 2025 at 9:35:36 PM - Adopted

| Meeting | Officer/Director | Section | Subject |
|---|---|---|---|
| Council 11/12/2024 | Quarmby, Bruce | Reports to Council | **Road Opening - Moorimbilla Solar Farm** |

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| | **Officer:** | |
| **Action Sheets Report** | | **Printed:** 8 May 2025 9:44 PM |

**RESOLUTION 2024/290**

Moved: Cr Phillipa Goldsmith
Seconded: Cr Paul Fisher

**That Council notes the contents of the report.**

1. **That council resolves to approve the opening of the Crown Road designated by land parcel Lot 7007 DP1029777, and all road related upgrades.**
2. **That council resolves to revise its policy regarding the opening of Crown Roads for public use.**
3. **That council staff further consult with the developer on the maintenance of the road and the relocation costs associated of the town entrance sign.**

In Favour: Crs Daniel Keady, Steven Butler, Karen Churchill, Adam Cohen, Paul Fisher, Margaret Garnsey, Phillipa Goldsmith, Ahmad Karanouh and Paul Wheelhouse

Against: Nil

**CARRIED 9/0**

**08 May 2025 9:35pm Tatton, Deborah**
Manager has been working through process of DA with owner

| Meeting | Officer/Director | Section | Subject |
|---|---|---|---|
| Council 11/12/2024 | Broe, Barry | Notices of Motions/Questions with Notice/Rescission | **Notice of Motion - Tourism Signs** |

**RESOLUTION 2024/295**

Moved: Cr Margaret Garnsey
Seconded: Cr Paul Fisher

1. **That Council resolves to request the General Manager to give higher priority to the replacement of the damaged or faded regulatory and tourism signs across the Local Government area.**
2. **That works on the sign replacement program be scheduled to be completed in the first half of 2025, with Quambone a priority within the overall program.**

In Favour: Crs Daniel Keady, Steven Butler, Karen Churchill, Adam Cohen, Paul Fisher, Margaret Garnsey, Phillipa Goldsmith and Paul Wheelhouse

Against: Nil

Absent: Cr Ahmad Karanouh

**CARRIED 8/0**

**24 Jan 2025 4:00pm Broe, Barry - Email**
An audit of the sites for the signs has been completed and signs are about to be ordered (as of 4 February)

**04 Feb 2025 1:39pm Broe, Barry - Target Date Revision**
Target date changed by Broe, Barry from 25 December 2024 to 30 June 2025 - The target date in the resolution is by the end of the first half of 2025

**27 Mar 2025 4:58pm Broe, Barry**
Signs have arrived!

**06 May 2025 12:19pm Broe, Barry**
The majority of the signs have been put in

| Meeting | Officer/Director | Section | Subject |
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| Council 11/12/2024 | Broe, Barry | Notices of Motions/Questions with Notice/Rescission | **Notice of Motion - Untidy House Blocks within the village of Quambone** |

**RESOLUTION 2024/296**

Moved: Cr Margaret Garnsey
Seconded: Cr Phillipa Goldsmith

1. **That Council resolves to request the General Manager to give higher priority to the cleaning up of untidy properties across the Local Government area.**
2. **That priority areas and properties be addressed in the first half of 2025, with Quambone a priority within the overall program.**

In Favour: Crs Daniel Keady, Steven Butler, Karen Churchill, Adam Cohen, Paul Fisher, Margaret Garnsey, Phillipa Goldsmith and Paul Wheelhouse
Against: Nil
Absent: Cr Ahmad Karanouh

**CARRIED 8/0**

**04 Feb 2025 12:24pm Broe, Barry - Target Date Revision**
Target date changed by Broe, Barry from 25 December 2024 to 30 June 2025 - The target date in the resolution to complete this is by the end of the first half of 2025

**04 Feb 2025 12:25pm Broe, Barry - Email**
Action Item - Notice of Motion - Untidy House Blocks within the village of Quambone

**04 Feb 2025 1:28pm Broe, Barry**
An audit of Quambone properties has been done and letters will be sent to relevant property owners in accordance with Local Order No 21

**06 May 2025 11:29am Broe, Barry**
10 properties have received letters, 2 have responded and 1 block has been tidied up

| Meeting | Officer/Director | Section | Subject |
|---|---|---|---|
| Council 11/12/2024 | Gallagher, Paul | Notices of Motions/Questions with Notice/Rescission | **Notice of Motion - General Manager Performance Review Process** |

**RESOLUTION 2024/299**

Moved: Cr Phillipa Goldsmith
Seconded: Cr Margaret Garnsey

**That Council resolves that:**

1. **That an informal mid-review be held with Council and the General Manager prior to Friday 20 December on a date and at a time to be agreed between the Mayor and General Manager.**
2. **That Councillors be provided, through the appropriate Council portal, with the 23 items of confidential information identified by this report, within 7 business days of the December Council meeting, in order to prepare for a successful informal mid-review of the General Manager's performance.**
3. **That a facilitator be appointed through LGNSW Management Solutions and a date in February be scheduled for the General Manager's formal review, prior to the Christmas break.**

In Favour: Crs Daniel Keady, Steven Butler, Adam Cohen, Paul Fisher, Margaret Garnsey, Phillipa Goldsmith and Paul Wheelhouse

Against: Cr Karen Churchill points 1&2

Absent: Cr Ahmad Karanouh

**CARRIED 7/1**

**06 Jan 2025 11:41am Quarmby, Bruce - Reallocation**
Action reassigned to Gallagher, Paul by Quarmby, Bruce - The item relates to the General Manager

**06 Feb 2025 8:50am Gallagher, Paul - Target Date Revision**
Target date changed by Gallagher, Paul from 25 December 2024 to 28 February 2025

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**06 Feb 2025 8:51am Gallagher, Paul**
GM met with Mayor to discuss the resolution, GM contract and KPI's were provided to the Mayor, the contract for the SOTS and Yarran Street land were viewed by the Mayor. GM performance review scheduled end of February with LGNSW facilitating the review

**01 Apr 2025 11:46am Gallagher, Paul**
GM performance review undertaken 26 February 2025 with Peter Evans from LGNSW as the facilitator, Council provided access to the printed confidential documents via a folder available from the GM

**25 Apr 2025 12:06pm Gallagher, Paul - Completion**
Completed by Gallagher, Paul (action officer) on 25 April 2025 at 12:06:27 PM - completed

| Meeting | Officer/Director | Section | Subject |
|---|---|---|---|
| Council 12/02/2025 | Broe, Barry | Reports to Council | **Community Development Monthly Report** |

**RESOLUTION 2025/12**

Moved: Cr Ahmad Karanouh
Seconded: Cr Karen Churchill

1. **That Council receives and notes the information in the Community Development report.**
2. **That Council authorises the General Manager and Mayor to sign and affix the Council seal for the North Western Library Cooperative Agreement 2025-2030.**

In Favour: Crs Daniel Keady, Steven Butler, Karen Churchill, Adam Cohen, Paul Fisher, Margaret Garnsey, Phillipa Goldsmith, Ahmad Karanouh and Paul Wheelhouse

Against: Nil

**CARRIED 9/0**

**03 Apr 2025 2:19pm Sobhani, Azita - Completion**
Completed by Sobhani, Azita (action officer) on 03 April 2025 at 2:19:21 PM - Complete

| Meeting | Officer/Director | Section | Subject |
|---|---|---|---|
| Council 12/02/2025 | Murphy, Kerrie | Set Item | **Motion procurement process surrounding the new shed build at the Coonamble waste facility. Paul Fisher/Margaret Garnsey** |

**RESOLUTION 2025/15**

Moved: Cr Paul Fisher
Seconded: Cr Margaret Garnsey

**That a report is provided to Council regarding the procurement process surrounding the new shed build at the Coonamble waste facility.**

In Favour: Crs Daniel Keady, Steven Butler, Karen Churchill, Adam Cohen, Paul Fisher, Margaret Garnsey, Phillipa Goldsmith, Ahmad Karanouh and Paul Wheelhouse

Against: Nil

**CARRIED 9/0**

**01 May 2025 1:10pm Bell, Mick**

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Report was submitted to council

| Meeting | Officer/Director | Section | Subject |
|---|---|---|---|
| Council 12/02/2025 | Broe, Barry | Set Item | **Motion Additional Bins Margaret Garnsey/Paul Fisher** |

**RESOLUTION 2025/16**

Moved: Cr Margaret Garnsey
Seconded: Cr Paul Fisher

**That Quambone waste transfer station to be provided with additional bins to allow the waste to be sorted at the time the waste is deposited.**

In Favour: Crs Daniel Keady, Steven Butler, Karen Churchill, Adam Cohen, Paul Fisher, Margaret Garnsey, Phillipa Goldsmith, Ahmad Karanouh and Paul Wheelhouse

Against: Nil

**CARRIED 9/0**

**28 Feb 2025 9:42am Broe, Barry**
This is being actioned, funding for the bins first has to be sourced. Council has a limited number of skip bins
**31 Mar 2025 12:04pm Broe, Barry**
An additional large blue skip bin has been placed at Quambone

| Meeting | Officer/Director | Section | Subject |
|---|---|---|---|
| Council 12/02/2025 | Broe, Barry | Reports to Council | **Economic Development & Growth - Progress Report** |

**RESOLUTION 2025/17**

Moved: Cr Phillipa Goldsmith
Seconded: Deputy Mayor Steven Butler

That Council:

1. Receive and note the Economic Development and Growth report.
2. Participate in a workshop after the March Council meeting to discuss the previous work done on the masterplans for the Coonamble CBD and Warrena Creek and to prepare a future program of work and the estimated funding required.
3. Authorise the General Manager to make two submissions under the Regional Economic Development and Community Investment Program, being for:
   (a) The Yarran Street Housing Development infrastructure.
   (b) Continuation of the Coonamble Youth Empowerment Program

**AMENDMENT**

Moved: Cr Ahmad Karanouh

Seconded: Nil

That Council:

1. Receive and note the Economic Development and Growth report.
2. Participate in a workshop after the March Council meeting to discuss the previous work done on the masterplans for the Coonamble CBD and Warrena Creek and to prepare a future program of work and the estimated funding required.

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3. Participate in a workshop with staff to collaborate on a business case and project plan for the Yarran St Development

4. Authorise the General Manager to make grant submissions for Continuation of the Coonamble Youth Empowerment Program with a Council Contribution limited $100,000

The amendment was lost due to lack of seconder.

**AMENDMENT**

Moved: Cr Phillipa Goldsmith
Seconded: Deputy Mayor Steven Butler

That Council:

1. Receive and note the Economic Development and Growth report.
2. Participate in a workshop after the March Council meeting to discuss the previous work done on the masterplans for the Coonamble CBD and Warrena Creek and to prepare a future program of work and the estimated funding required.
3. Participate in a workshop with staff to collaborate on a business case and project plan for the Yarran St Development.

THIS AMENDMENT BECAME THE MOTION FOR

**RESOLUTION 2025/17**

**That Council:**

1. **Receive and note the Economic Development and Growth report.**
2. **Participate in a workshop after the March Council meeting to discuss the previous work done on the masterplans for the Coonamble CBD and Warrena Creek and to prepare a future program of work and the estimated funding required.**
3. **Participate in a workshop with staff to collaborate on a business case and project plan for the Yarran St Development.**

In Favour: Crs Daniel Keady, Steven Butler, Karen Churchill, Adam Cohen, Paul Fisher, Margaret Garnsey and Phillipa Goldsmith

Against: Cr Ahmad Karanouh

Cr Paul Wheelhouse abstained from the vote

**CARRIED 7/1**

**03 Apr 2025 2:17pm Levick, David**
RESOLUTION 2025/17, That Council:, 1. Receive and note the Economic Development and Growth report. NO ACTION REQUIRED., 2. Participate in a workshop after the March Council meeting to discuss the previous work done on the masterplans for the Coonamble CBD and Warrena Creek and to prepare a future program of work and the estimated funding required. WORKSHOP DELIVERED., 3. Participate in a workshop with staff to collaborate on a business case and project plan for the Yarran St Development. WORKSHOP DELIVERED.

**03 Apr 2025 2:30pm Levick, David - Completion**
Completed by Levick, David (action officer) on 03 April 2025 at 2:30:50 PM - All actions completed

| Meeting | Officer/Director | Section | Subject |
|---|---|---|---|

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| Meeting | Officer/Director | Section | Subject |
|---|---|---|---|
| Council 12/02/2025 | Gallagher, Paul | Reports to Council | **Regional Drought Resilience Plan - 016 - Bogan, Warren, and Coonamble** |

**RESOLUTION 2025/18**
Moved: Cr Karen Churchill
Seconded: Cr Phillipa Goldsmith
**That Council defer the Regional Drought Resilience Plan Report pending the outcome of a meeting with the General Mangers and Mayors of Coonamble, Bogan and Warren Shire Council.**
In Favour: Crs Daniel Keady, Steven Butler, Karen Churchill, Adam Cohen, Paul Fisher, Margaret Garnsey, Phillipa Goldsmith, Ahmad Karanouh and Paul Wheelhouse
Against: Nil

**CARRIED 9/0**

**01 Apr 2025 11:59am Gallagher, Paul**
General Mangers and Mayors of Coonamble, Bogan and Warren Shire Councils met in Warren and a further report is to be presented to the next meeting following the outcome. This item is now closed and further action is a report on the outcome of the meeting.

**01 Apr 2025 12:02pm Gallagher, Paul - Completion**
Completed by Gallagher, Paul (action officer) on 01 April 2025 at 12:02:25 PM - This item is complete, a further report is to be presented to the next meeting following the outcome of the meeting with the General Mangers and Mayors of Coonamble, Bogan and Warren Shire Council.

| Meeting | Officer/Director | Section | Subject |
|---|---|---|---|
| Council 12/02/2025 | Quarmby, Bruce | Reports to Council | **Project Proposal - Hello Coonamble** |

**RESOLUTION 2025/24**
Moved: Cr Ahmad Karanouh
Seconded: Cr Paul Wheelhouse
1. **That Council notes the information contained within this report.**
2. **That Council requests that Coonamble Shire Council be granted all copyrights to the Hello Coonamble Project and its collateral.**
3. **That conditional on Council being granted copyright to the production and collateral, Council resolves to agree to fund the "Hello Coonamble Project" to the value of $50,000.**

In Favour: Crs Daniel Keady, Steven Butler, Adam Cohen, Paul Fisher, Margaret Garnsey, Phillipa Goldsmith, Ahmad Karanouh and Paul Wheelhouse
Against: Cr Karen Churchill

**CARRIED 8/1**

**04 Mar 2025 7:49pm Quarmby, Bruce**
The necessary budget adjustments have been made as per Council resolution. Staff to write to the Hello Coonamble co-ordinators and commence discussions with regards to the copyright for the production.

**25 Apr 2025 9:56pm Quarmby, Bruce**
Communications between Council and Outback Arts have continued with a meeting to discuss the Hello Coonamble Project schedule to occur in early May 2025.

| Meeting | Officer/Director | Section | Subject |
|---|---|---|---|
| Council 12/02/2025 | Quarmby, Bruce | Notices of Motions/Questions with Notice/Rescission | **Notice of Motion - Incentive to Ratepayers for Maintaining Public Footpaths - Cr P Wheelhouse** |

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|---|---|---|
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| **Action Sheets Report** | | **Printed:** 8 May 2025 9:44 PM |

**RESOLUTION 2025/28**
Moved: Cr Paul Wheelhouse
Seconded: Cr Karen Churchill

**That Council notes the information provided and seeks a further report following investigation into the options available to achieve the outcome of better maintaining public footpaths.**

In Favour: Crs Daniel Keady, Steven Butler, Karen Churchill, Adam Cohen, Paul Fisher, Margaret Garnsey, Phillipa Goldsmith, Ahmad Karanouh and Paul Wheelhouse
Against: Nil

**CARRIED 9/0**

**04 Mar 2025 7:52pm Quarmby, Bruce**
Initial investigations have commenced into similar policies / programs being offered by Council's to achieve this goal

**26 Mar 2025 10:44am Quarmby, Bruce**
Progress in enacting this resolution has been temporarily delayed due lack of availability of key staff.

| Meeting | Officer/Director | Section | Subject |
|---|---|---|---|
| Council 12/02/2025 | Quarmby, Bruce | Notices of Motions/Questions with Notice/Rescission | **Notice of Motion - Council to apply for loan to fund extension of Bitumen Roads - Cr P Wheelhouse** |

**RESOLUTION 2025/29**
Moved: Cr Paul Wheelhouse
Seconded: Cr Paul Fisher

**That Council seeks financial modelling and a detailed analysis and report on borrowing funds for sealing roads to be considered as part of the development of the upcoming community strategic and operational plans.**

In Favour: Crs Daniel Keady, Steven Butler, Karen Churchill, Adam Cohen, Paul Fisher, Margaret Garnsey, Phillipa Goldsmith, Ahmad Karanouh and Paul Wheelhouse
Against: Nil

**CARRIED 9/0**

**04 Mar 2025 7:54pm Quarmby, Bruce**
Preliminary investigations into the modelling have commenced.

**26 Mar 2025 10:41am Quarmby, Bruce**
Progress on enacting this resolution has been temporarily delayed due to the availability of key staff.

**25 Apr 2025 10:00pm Quarmby, Bruce - Completion**
Completed by Quarmby, Bruce (action officer) on 25 April 2025 at 10:00:00 PM - Council staff have compiled a report on this matter for Council's consideration at its May 2025 Council meeting.

| Meeting | Officer/Director | Section | Subject |
|---|---|---|---|
| Council 12/02/2025 | Murphy, Kerrie | Notices of Motions/Questions with Notice/Rescission | **Notice of Motion - Classification of Tooraweenah Road and Procurement Process for Tooraweenah Road Project - Cr P Wheelhouse** |

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**RESOLUTION 2025/30**
Moved: Cr Paul Wheelhouse
Seconded: Cr Ahmad Karanouh

**That Council notes the information provided in response to the notice of motion on Tooraweenah Road, which details that:**

1. **Tooraweenah Road is classified as a Local Road.**
2. **TenderLink is a portal where tendering information is received and stored, with Council being solely responsible for all decision-making.**

In Favour: Crs Daniel Keady, Steven Butler, Karen Churchill, Adam Cohen, Paul Fisher, Margaret Garnsey, Phillipa Goldsmith, Ahmad Karanouh and Paul Wheelhouse
Against: Nil

**CARRIED 9/0**

**01 Apr 2025 10:46am Murphy, Kerrie - Completion**
Completed by Murphy, Kerrie (action officer) on 01 April 2025 at 10:46:05 AM - Information has been noted.

| Meeting | Officer/Director | Section | Subject |
|---|---|---|---|
| Council 12/02/2025 | Murphy, Kerrie | Notices of Motions/Questions with Notice/Rescission | **Notice of Motion - Formation of Priority Quarry Sub Committee - Cr P Wheelhouse** |

**RESOLUTION 2025/31**
Moved: Cr Paul Wheelhouse
Seconded: Cr Karen Churchill

1. **That Council establishes a quarry committee and associated Terms of Reference for the purposes of facilitating the pending crushing plant renewal at the quarry.**
2. **The committee will comprise of the Mayor, two Councillors (Cr Wheelhouse, Cr Fisher, alternate member be Cr Butler in the event that Cr Wheelhouse is precluded due to his business interests), General Manager, Director Infrastructure, Director Corporate Services and the Quarry Manager.**

In Favour: Crs Daniel Keady, Steven Butler, Karen Churchill, Adam Cohen, Paul Fisher, Margaret Garnsey, Phillipa Goldsmith, Ahmad Karanouh and Paul Wheelhouse
Against: Nil

**CARRIED 9/0**

**01 Apr 2025 12:02pm Gallagher, Paul**
Committee to consist of the Mayor, Crs Fisher and Wheelhouse, terms of reference to be drafted and meeting scheduled for May 2025.

**01 Apr 2025 12:09pm Quarmby, Bruce - Reallocation**
Action reassigned to Murphy, Kerrie by Quarmby, Bruce - More appropriate

**08 May 2025 5:11pm Murphy, Kerrie**
Quarry Committee meeting will be held 28 May 2025 to finalise terms of reference and discuss RFQ for consultant review.

| Meeting | Officer/Director | Section | Subject |
|---|---|---|---|
| Council 12/02/2025 | Broe, Barry | Notices of Motions/Questions with Notice/Rescission | **Notice of Motion - Priority Preparation for Bore Baths and intentions for excess water - Cr P** Wheelhouse |

**RESOLUTION 2025/32**
Moved: Cr Paul Wheelhouse
Seconded: Cr Margaret Garnsey

**That Council notes that a master plan for the Artesian Bore Bath project will be prepared that encompasses the treatment and disposal of wastewater and the appropriate consultation with the EPA will be undertaken.**

In Favour: Crs Steven Butler, Karen Churchill, Adam Cohen, Paul Fisher, Margaret Garnsey, Phillipa Goldsmith, Ahmad Karanouh and Paul Wheelhouse
Against: Cr Daniel Keady

**CARRIED 8/1**

**28 Feb 2025 9:36am Broe, Barry**
This is an action for the future when the new project is initiated and planning underway

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**31 Mar 2025 12:02pm Broe, Barry**
A project plan for the new site has been produced, it includes developing a master plan and wastewater treatment
**06 May 2025 12:04pm Broe, Barry - Completion**
Completed by Broe, Barry (action officer) on 06 May 2025 at 12:04:40 PM - This was for noting only, an initial plan has been produced and consultation will occur with the EPA once the wastewater treatment strategy is developed

| Meeting | Officer/Director | Section | Subject |
|---|---|---|---|
| Council 12/02/2025 | Murphy, Kerrie | Notices of Motions/Questions with Notice/Rescission | **Notice of Motion - Completion of Brigidine Sisters Garden - Cr M Garnsey** |

**RESOLUTION 2025/34**
Moved: Cr Margaret Garnsey
Seconded: Cr Paul Wheelhouse

**That Council note the information provided in the response to the Notice of Motion on the completion of the Brigidine Sisters Garden.**

In Favour: Crs Daniel Keady, Steven Butler, Karen Churchill, Adam Cohen, Paul Fisher, Margaret Garnsey, Phillipa Goldsmith, Ahmad Karanouh and Paul Wheelhouse
Against: Nil

**CARRIED 9/0**

**01 Apr 2025 10:45am Murphy, Kerrie - Completion**
Completed by Murphy, Kerrie (action officer) on 01 April 2025 at 10:45:22 AM - Garden was cleaned up and filled with established plants prior to the Sister's visit in March.

| Meeting | Officer/Director | Section | Subject |
|---|---|---|---|
| Council 12/02/2025 | Murphy, Kerrie | Notices of Motions/Questions with Notice/Rescission | **Notice of Motion - Presentation of Coonamble Township - Cr M Garnsey** |

**RESOLUTION 2025/35**
Moved: Cr Margaret Garnsey
Seconded: Cr Karen Churchill

**That Council notes the information provided in response to the Notice of Motion on presentation of the Coonamble township.**

In Favour: Crs Daniel Keady, Steven Butler, Karen Churchill, Adam Cohen, Paul Fisher, Margaret Garnsey, Phillipa Goldsmith, Ahmad Karanouh and Paul Wheelhouse
Against: Nil

**CARRIED 9/0**

**01 Apr 2025 10:44am Murphy, Kerrie - Completion**
Completed by Murphy, Kerrie (action officer) on 01 April 2025 at 10:44:25 AM - CBD gardens have been weeded and mulched with dead plants removed. Garden beds were cleaned up prior to visit by Brigidine Sisters. Contractor engaged to provide plan for CBD gardens and quotation for work. This cost will be incorporated into the 25/26 Operational Plan.

| Meeting | Officer/Director | Section | Subject |
|---|---|---|---|
| Council 12/02/2025 | Murphy, Kerrie | Notices of Motions/Questions with Notice/Rescission | **Notice of Motion -Coonamble and Quambone Tennis Courts Upgrade - Cr M Garnsey** |

**RESOLUTION 2025/36**
Moved: Cr Margaret Garnsey
Seconded: Cr Ahmad Karanouh

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| | **Division:** | **Date From:** |
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That Council notes that Tennis NSW have visited the Coonamble tennis court site and will provide a report on their audit of Council's tennis facilities in the local government area.

**AMENDMENT TO MOTION**

**That a report is provided to Council including:**

1. **The full costs to bring the tennis courts up to standard;**
2. **The scope of works provided to the contractor to carry out the works of both facilities and provide full disclosure of the grant expenditure of these works**.

In Favour: Crs Daniel Keady, Steven Butler, Karen Churchill, Adam Cohen, Paul Fisher, Margaret Garnsey, Ahmad Karanouh and Paul Wheelhouse

Against: Cr Phillipa Goldsmith

AMENDMENT BECOMES THE MOTION

**CARRIED 8/1**

**01 May 2025 1:11pm Bell, Mick**

Report to council regarding notice of motion

| Meeting | Officer/Director | Section | Subject |
|---|---|---|---|
| Council 12/03/2025 | Gallagher, Paul | Reports to Council | **Notice of Motion - Community Programs and Events in Quambone - Cr M. Garnsey** |

**RESOLUTION 2025/46**

Moved: Cr Margaret Garnsey

Seconded: Cr Paul Fisher

**That Council resolves:**

1. **That resolution 2025/033 titled Community Programs and Events in Quambone that was passed at the meeting of 12th February 2025 be rescinded.**
2. **That Council resolves to direct the General Manager to ensure that when planning of future community programs / activities across Coonamble Shire that Quambone must be included as part of these programs**

In Favour: Crs Daniel Keady, Steven Butler, Karen Churchill, Paul Fisher, Margaret Garnsey, Phillipa Goldsmith, Ahmad Karanouh and Paul Wheelhouse

Against: Nil

**CARRIED 8/0**

**01 Apr 2025 12:30pm Gallagher, Paul**

ELT and the division planning events advised that they are to ensure that when planning of future community programs / activities across Coonamble Shire that Quambone must be included as part of these programs, This item will be taken off the action list at May meeting

**25 Apr 2025 12:07pm Gallagher, Paul - Completion**

Completed by Gallagher, Paul (action officer) on 25 April 2025 at 12:07:32 PM - Completed

| Meeting | Officer/Director | Section | Subject |
|---|---|---|---|
| Council 12/03/2025 | Murphy, Kerrie | Reports to Council | Notice of Motion - Completion of Brigidine Sisters Gardens - Cr M. Garnsey |

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| | **Division:** | **Date From:** |
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**RESOLUTION 2025/47**
Moved: Cr Margaret Garnsey
Seconded: Cr Paul Wheelhouse
**That Council resolves:**

1. **The resolution 2025/34 titled Completion of Brigidine Sisters Garden that was passed at the meeting of 12th February 2025 be rescinded.**
2. **That the Brigidine Sisters garden beds be filled with established plants prior to the Sister's forthcoming visit.**
3. **That the funding for the works at the Brigidine Sisters garden beds be sourced from Council's Urban Services Operational Budget.**

In Favour: Crs Daniel Keady, Steven Butler, Karen Churchill, Paul Fisher, Margaret Garnsey, Phillipa Goldsmith, Ahmad Karanouh and Paul Wheelhouse
Against: Nil

**CARRIED 8/0**

**01 Apr 2025 10:36am Murphy, Kerrie - Completion**
Completed by Murphy, Kerrie (action officer) on 01 April 2025 at 10:36:45 AM - Resolution has been actioned.

| Meeting | Officer/Director | Section | Subject |
|---|---|---|---|
| Council 12/03/2025 | Murphy, Kerrie | Reports to Council | **Notice Of Motion - Presentation of Coonamble Township - Cr M. Garnsey** |

**RESOLUTION 2025/48**
Moved: Cr Margaret Garnsey
Seconded: Cr Paul Wheelhouse
**That Council resolves:**

1. **The resolution 2025/35 titled Presentation of Coonamble township that was passed at the meeting of 12th February 2025 be rescinded.**
2. **That public garden beds and open spaces within the Coonamble CBD precinct, be given substantial care and attention as a priority to improve the presentation of these areas to a suitable standard to help promote the town in a positive image for the community and visitors to our community.**

CIn Favour: Crs Daniel Keady, Steven Butler, Karen Churchill, Paul Fisher, Margaret Garnsey, Phillipa Goldsmith, Ahmad Karanouh and Paul Wheelhouse
Against: Nil

**CARRIED 8/0**

**01 Apr 2025 10:39am Murphy, Kerrie - Completion**
Completed by Murphy, Kerrie (action officer) on 01 April 2025 at 10:39:59 AM - Gardens have been weeded and cleared of dead plants and mulched to improve appearance. Council has engaged a contractor to assess and provide a program to upgrade gardens in CBD. This will give priority to the work required and budget will be allocated in 2025/2026 operational plan.

| Meeting | Officer/Director | Section | Subject |
|---|---|---|---|
| Council 12/03/2025 | Broe, Barry | Reports to Council | **Core and Cluster Project** |

**RESOLUTION 2025/49**

Moved: Cr Ahmad Karanouh
Seconded: Cr Paul Fisher

1. **That Council notes the status of the project and Council's role in providing access to suitable land for the project.**
2. **That Council agrees to contribute the identified land on Calga Street to the project (Lot 11 on DP238281) for a cost of $100,000 to Orana Support Service on the basis that the land and assets would be returned to Council should the development not occur within a defined time period.**
3. **That a report be brought back to Council in April 2025 on the costs regarding provision of water and sewage to the boundary**

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**4. That the General Manager be authorised to negotiate with the developer (Orana Support Service) and seek legal advice on the conditions which should be placed in the contract of sale regarding ownership should the development fail.**

In Favour: Crs Daniel Keady, Steven Butler, Karen Churchill, Paul Fisher, Margaret Garnsey, Phillipa Goldsmith and Ahmad Karanouh

Against: Nil

**CARRIED 7/0**

**25 Mar 2025 1:48pm Broe, Barry**
Legal advice on the conditions has been obtained and will be provided in the April report, along with the estimated costs of providing water and sewer services to the boundary

**31 Mar 2025 12:05pm Broe, Barry**
All 4 elements are being actioned, a report has been prepared for the April meeting on service provision and possible contract clauses

**30 Apr 2025 2:46pm Broe, Barry - Completion**
Completed by Broe, Barry (action officer) on 30 April 2025 at 2:46:52 PM - all these actions have been completed

| Meeting | Officer/Director | Section | Subject |
|---|---|---|---|
| Council 12/03/2025 | Broe, Barry | Set Item | **Motion reclassification of land Ahmad Karanouh/Margaret Garnsey** |

**RESOLUTION 2025/52**
Moved: Cr Ahmad Karanouh
Seconded: Cr Margaret Garnsey
**That Council**

1. **Endorse Planning Proposal PP001/2025 for the reclassification of land known as 20-40 Calga Street, Coonamble and forward it to the Minister for Planning seeking an amendment to the Coonamble Local Environmental Plan 2011 and request that a Gateway Determination be issued, excluding the delegation Plan making powers, to enable public exhibition of the Planning Proposal Pursuant to the *Environmental Planning and Assessment Act 1979.***
2. **Upon receipt of a Gateway Determination for PP001/2025 under Section 3.34 of the *Environmental Planning and Assessment Act 1979*, places the Planning Proposal and any supporting material on public exhibition pursuant to any requirements of the Gateway Determination and Schedule 1, Clause 4 of the *Environmental Planning and Assessment Act 1979.***

In Favour: Crs Daniel Keady, Steven Butler, Karen Churchill, Paul Fisher, Margaret Garnsey, Phillipa Goldsmith, Ahmad Karanouh and Paul Wheelhouse

Against: Nil

**CARRIED 8/0**

**27 Mar 2025 4:59pm Broe, Barry**
The planning proposal has been submitted

**06 May 2025 1:45pm Broe, Barry**
The NSW Planning Department told us on 4 May that it was a very good planning proposal

| Meeting | Officer/Director | Section | Subject |
|---|---|---|---|
| Council 12/03/2025 | Broe, Barry | Reports to Council | **Economic Development & Growth - Progress Report** |

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**RESOLUTION 2025/55**
Moved: Cr Phillipa Goldsmith
Seconded: Cr Ahmad Karanouh
**That Council:**
1. **Notes the Economic Development and Growth report.**
2. **Agrees to submit an application under the Open Streets Program to fund events in Coonamble's main street, continuing the Vision Splendid theme.**
3. **Agrees to submit applications under the Landfill Consolidation and Environmental Improvements program for the Quambone waste facility upgrade and the Coonamble Waste facility upgrade.**
4. **Commits $105,000 in the FY25-26 Budget as a cash co-contribution for the Landfill Consolidation and Environmental Improvement, should the application be successful.**

In Favour: Crs Daniel Keady, Steven Butler, Karen Churchill, Paul Fisher, Margaret Garnsey, Phillipa Goldsmith, Ahmad Karanouh and Paul Wheelhouse
Against: Nil

**CARRIED 8/0**

**31 Mar 2025 12:07pm Broe, Barry**
2 and 3 have been completed, applications were submitted , 1 is just a noting

| Meeting | Officer/Director | Section | Subject |
|---|---|---|---|
| Council 12/03/2025 | Broe, Barry | Reports to Council | **Formalising criteria for merchandise sold through the Coonamble District Store** |

**RESOLUTION 2025/57**
Moved: Cr Ahmad Karanouh
Seconded: Cr Margaret Garnsey
**That Council:**
1. **Endorse the draft Coonamble District Store application and evaluation forms that include the suitability criteria for new merchandise.**
2. **Endorse the public exhibition of the draft Coonamble District Store application and evaluation forms for a period of 28 days, providing interested stakeholders at least 42 days in which to comment on the forms.**
3. **Receive a further report, following the exhibition and submission period, including any submissions made on the draft forms, and a recommendation that addresses any concerns raised within the submissions received.**

In Favour: Crs Daniel Keady, Steven Butler, Karen Churchill, Paul Fisher, Margaret Garnsey, Ahmad Karanouh and Paul Wheelhouse
Against: Nil

**CARRIED 7/0**

**03 Apr 2025 1:46pm Broe, Barry**
Items 1 and 2 completed, Council endorsed them at the March meeting. Item 3 is underway, The policy has been advertised

| Meeting | Officer/Director | Section | Subject |
|---|---|---|---|
| Council 12/03/2025 | Broe, Barry | Reports to Council | **Signage Update** |

**RESOLUTION 2025/58**
Moved: Cr Phillipa Goldsmith
Seconded: Cr Margaret Garnsey
**That Council:**
1. **Receives and notes the information in the signage update report.**
2. **Rationalise and remove redundant signage across the Local Government Area.**
3. **Commission a wayfinding and interpretation audit and develop a package to optimise active travel and tourism opportunities, as identified by the Coonamble Shire Masterplan, to be funded in the 2025-26 budget.**
4. **Continue in the interim to improve the Shire Local boundary signs and clean up the town entry signs.**

In Favour: Crs Daniel Keady, Steven Butler, Karen Churchill, Paul Fisher, Margaret Garnsey, Phillipa Goldsmith, Ahmad Karanouh and Paul Wheelhouse
Against: Nil

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| | **Division:** | **Date From:** |
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| Meeting | Officer/Director | Section | Subject |
|---|---|---|---|
| Council 12/03/2025 | Broe, Barry | Reports to Council | **Status of Bore Bath Project** |

**RESOLUTION 2025/61**
Moved: Cr Ahmad Karanouh
Seconded: Cr Paul Wheelhouse
**That Council:**
1. **Notes the status of the Bore Bath Project and work done to date.**
2. **Notes the likely implications on the Grant of the recent Council decision not to rezone the land and not to continue project development on the current project site.**
3. **Note the expenditure to date and the possible funds remaining for planning.**
4. **Agrees to adopt the recommended staged approach to developing a new project, starting with scoping and a project plan.**
5. **Receives regular briefings from Council staff on the status of the project.**

In Favour: Crs Daniel Keady, Steven Butler, Karen Churchill, Paul Fisher, Margaret Garnsey, Phillipa Goldsmith, Ahmad Karanouh and Paul Wheelhouse
Against: Nil

**CARRIED 8/0**

**31 Mar 2025 12:14pm Broe, Barry**
Items 1-4 were not actions, First update under item 5 occurred on 31 March

**06 May 2025 12:08pm Broe, Barry - Completion**
Completed by Broe, Barry (action officer) on 06 May 2025 at 12:08:51 PM - Items 1-4 done, and regular briefings are ongoing, including monthly progress reports to Council

| Meeting | Officer/Director | Section | Subject |
|---|---|---|---|
| Council 12/03/2025 | Broe, Barry | Reports to Council | **Notice of Motion - Land Acquisition for Bore Bath Project - Cr S. Butler** |

**RESOLUTION 2025/62**
Moved: Deputy Mayor Steven Butler
Seconded: Cr Paul Fisher
**That:**
1. **Council resolves to start a new project on the golf course site.**
2. **The process recommended in the related Council report be adopted, starting with a project plan that includes defining the objectives, scope and budget for the project.**
3. **Subject to funding being available, preliminary site investigations start, to input into the REF, project planning, land acquisition and bore license application.**
4. **The land requirements for the project be identified based on the project definition and scope.**
5. **Council begin the process of land acquisition and become Crown Land Manager of this site.**

In Favour: Crs Daniel Keady, Steven Butler, Karen Churchill, Paul Fisher, Margaret Garnsey, Phillipa Goldsmith, Ahmad Karanouh and Paul Wheelhouse
Against: Nil

**CARRIED 8/0**

**31 Mar 2025 12:17pm Broe, Barry**
Items 1-5 have begun

**06 May 2025 12:09pm Broe, Barry**
1-3 done. 4 started. 5 started

| Meeting | Officer/Director | Section | Subject |
|---|---|---|---|
| Council 12/03/2025 | Murphy, Kerrie | Reports to Council | **Infrastructure Services - Works in Progress** |

**RESOLUTION 2025/64**
Moved: Cr Paul Wheelhouse
Seconded: Cr Ahmad Karanouh
**That:**

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1. **The information be received and noted on the works in progress within Council's Infrastructure Directorate.**
2. **A report be brought back to Council on the option of installing lighting at the Gulargambone Sportsground which is to include the feasibility of reusing the decommissioned lights from the Coonamble Showground and determine a source of funding for the project.**

In Favour: Crs Daniel Keady, Steven Butler, Karen Churchill, Paul Fisher, Margaret Garnsey, Phillipa Goldsmith, Ahmad Karanouh and Paul Wheelhouse

Against: Nil

**CARRIED 8/0**

**01 Apr 2025 10:35am Murphy, Kerrie - Completion**
Completed by Murphy, Kerrie (action officer) on 01 April 2025 at 10:35:28 AM - Action complete

| Meeting | Officer/Director | Section | Subject |
|---|---|---|---|
| Council 12/03/2025 | Murphy, Kerrie | Reports to Council | **Notice Of Motion - Tooraweenah Road Project - Cr S.Butler** |

**RESOLUTION 2025/65**
Moved: Deputy Mayor Steven Butler
Seconded: Cr Paul Fisher
**That:**
1. **Council notes and receives the information provided in response to the notice of motion on Tooraweenah Road Project.**
2. **A detailed report be brought back to a Council meeting once the construction methodology has been finalised with a project timeline with details of different stages and key milestones.**
3. **The Tooraweenah Road monthly update report be reinstated as part of the regular suite of reports to Council.**

In Favour: Crs Daniel Keady, Steven Butler, Karen Churchill, Paul Fisher, Margaret Garnsey, Phillipa Goldsmith and Ahmad Karanouh

Against: Nil

**CARRIED 7/0**

**01 Apr 2025 10:40am Murphy, Kerrie**
Monthly Report in April Business Paper. Further report will be provided as per Item 2 when information is to hand.

**08 May 2025 5:15pm Murphy, Kerrie**
Monthly Report in May Business Paper. Further report will be provided as per Item 2 when information is to hand. Notice of Motion to May meeting may supersede the requirement for the additional report.

| Meeting | Officer/Director | Section | Subject |
|---|---|---|---|
| Council 12/03/2025 | Murphy, Kerrie | Reports to Council | **Waste Facility Machinery Shed Procurement Process** |

**RESOLUTION 2025/67**
Moved: Cr Paul Fisher
Seconded: Cr Paul Wheelhouse
**That the information contained in the Waste Facility Machinery Shed Procurement Process report be received and noted.**

In Favour: Crs Daniel Keady, Steven Butler, Karen Churchill, Paul Fisher, Margaret Garnsey, Phillipa Goldsmith and Paul Wheelhouse

Against: Nil

**CARRIED 7/0**

**01 May 2025 1:12pm Bell, Mick**
report submitted to council

| Meeting | Officer/Director | Section | Subject |
|---|---|---|---|

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| Meeting | Officer/Director | Section | Subject |
|---|---|---|---|
| Council 12/03/2025 | Gallagher, Paul | Reports to Council | **Regional Drought Resilience Plan - 016 - Bogan, Warren, and Coonamble** |

**RESOLUTION 2025/69**
Moved: Cr Phillipa Goldsmith
Seconded: Cr Paul Wheelhouse
**That Council:**

1. **Establish a governance framework around the tri-party (Bogan, Warren and Coonamble) arrangement and three Councils establish a project steering committee for the Regional Drought Resilience Plan.**
2. **That Cr M. Garnsey and the General Manager be appointed to the project steering committee and other Coonamble Shire staff as required.**
3. **Endorses the Regional Drought Resilience Plan 016 (2024 edition) and note that the document is a living document and can be changed and updated to reflect environmental changes.**
4. **Advise the Far North West Joint Organisation (FNWJO) that the $300k under RDPR016 for Bogan, Warren and Coonamble is to be used in a collaborative approach to establish the region as a premier nature-based tourism destination.**
5. **Defer the FNWJO's recommendation to undertake the following implementation projects as part of the Regional Drought Resilience Funding**
   (a) **Project 1 – Water Security Baseline Project**
   (b) **Project 2 – Drought Preparedness – Education and Social Revitalisation**
6. **Advise the Executive Officer of the Far North West Joint Organisation that Council wishes to amend the project deliverables to coincide with the project identified by Bogan, Warren and Coonamble Councils.**

In Favour: Crs Daniel Keady, Steven Butler, Karen Churchill, Paul Fisher, Margaret Garnsey, Phillipa Goldsmith and Paul Wheelhouse
Against: Nil

**CARRIED 7/0**

**01 Apr 2025 12:09pm Gallagher, Paul**
Copy of Council report provided to Warren and Bogan Shire Councils., Resolution from Council provided to Warren and Bogan Shire Councils.and that Cr Garnsey is the representative of CSC - her contact details were provided to WSC, Cr Garnsey provided a copy of the notification to the Lead Council (Warren Shire) , FNWJO advised of Council resolution with project changes and endorsement of the plan., No further action at this point in time until Warren Shire call a meeting of the governance body, This item will be taken off the action list at May meeting

**25 Apr 2025 12:07pm Gallagher, Paul - Completion**
Completed by Gallagher, Paul (action officer) on 25 April 2025 at 12:07:06 PM - Completed

| Meeting | Officer/Director | Section | Subject |
|---|---|---|---|
| Council 12/03/2025 | Quarmby, Bruce | Reports to Council | **Review of Investment Policy** |

**RESOLUTION 2025/73**
Moved: Cr Phillipa Goldsmith
Seconded: Cr Paul Wheelhouse
**That Council:**

1. **Notes the information in this report.**
2. **Places the draft Investment Policy, as attached to the report, on public exhibition for a period of 28 days for the purpose of inviting submissions from the community.**
3. **Requests the Director Corporate Services to present a further report, together with all submissions received, to Council at the conclusion of the public exhibition period for Council's further consideration and adoption of the Investment Policy (with or without changes) at its May 2025 Ordinary Meeting.**

In Favour: Crs Daniel Keady, Steven Butler, Karen Churchill, Paul Fisher, Margaret Garnsey, Phillipa Goldsmith and Paul Wheelhouse
Against: Nil

**CARRIED 7/0**

**26 Mar 2025 10:40am Quarmby, Bruce**
The draft policy has been placed on public exhibition. The closing dates for submissions is the 2 May 2025.

**25 Apr 2025 10:02pm Quarmby, Bruce - Completion**
Completed by Quarmby, Bruce (action officer) on 25 April 2025 at 10:02:10 PM - A council report has been compiled for Council to adopt the Revised Investment Policy.

| Meeting | Officer/Director | Section | Subject |
|---|---|---|---|

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Council 9/04/2025 Broe, Barry Reports to Council **Bore Bath Project**

**RESOLUTION 2025/86**

Moved: Cr Ahmad Karanouh

Seconded: Deputy Mayor Steven Butler

**That Council:**

1. **Notes the status of the Bore Bath Project.**
2. **Notes the project plan.**
3. **Notes the work already done to get the project progressing on the new site.**
4. **Approves the continuation of the process to become Crown Land Managers and seek an interim tenure licence.**
5. **Approves the process to submit an application to acquire the land.**
6. **Notes the intention to submit a grant variation to the grant body and its scope.**
7. **Notes that a further report will be provided on the strategic opportunities available and potential disposal of the land owned by council on River Road.**
8. **Forms a Bore Bath Committee at the next project workshop comprising of three councillors to work with Council staff on the project moving forward.**

In Favour: Crs Daniel Keady, Steven Butler, Karen Churchill, Adam Cohen, Paul Fisher, Phillipa Goldsmith, Ahmad Karanouh and Paul Wheelhouse

Against: Nil

**CARRIED 8/0**

**06 May 2025 12:13pm Broe, Barry**

1-6 done or ongoing. 7 & 8 yet to be done

| Meeting | Officer/Director | Section | Subject |
|---|---|---|---|
| Council 9/04/2025 | Broe, Barry | Reports to Council | **Youth Accommodation Project** |

**RESOLUTION 2025/87**

Moved: Cr Paul Fisher

Seconded: Cr Phillipa Goldsmith

**That Council notes:**

1. **The status and program.**
2. **That a variation to the grant has been approved, giving an extension of time to the end of September 2025, and also approving the scope change.**
3. **That Expressions of Interest for a Service Provider will be called by 30 May 2025.**

In Favour: Crs Daniel Keady, Steven Butler, Karen Churchill, Adam Cohen, Paul Fisher, Margaret Garnsey, Phillipa Goldsmith, Ahmad Karanouh and Paul Wheelhouse

Against: Nil

**CARRIED 9/0**

**24 Apr 2025 3:29pm Broe, Barry**

Items 2 and 3 were noting only, item 3 is being actioned, an update will be provided in the May report

**30 Apr 2025 2:45pm Broe, Barry - Completion**

Completed by Broe, Barry (action officer) on 30 April 2025 at 2:45:01 PM - these items were all notings

| Meeting | Officer/Director | Section | Subject |
|---|---|---|---|
| Council 9/04/2025 | Broe, Barry | Reports to Council | **Communications and Marketing Strategy** |

**RESOLUTION 2025/88**

Moved: Cr Margaret Garnsey

Seconded: Cr Phillipa Goldsmith

**That Council:**

1. **Revitalises and keeps the Weekly Connect newspaper advertisement and works with the local newspaper proprietor to better engage with the community.**
2. **Approves the re-introduction of a quarterly Community Connect newsletter to be mailed out with rates notices, starting in July 2025.**
3. **Resubscribes to the Western Plains App.**
4. **Utilises community engagement opportunities with the local radio station.**

In Favour: Crs Daniel Keady, Steven Butler, Karen Churchill, Adam Cohen, Paul Fisher, Margaret Garnsey, Phillipa Goldsmith, Ahmad Karanouh and Paul Wheelhouse

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Against: Nil

**CARRIED 9/0**

**06 May 2025 12:15pm Broe, Barry**
1 started, 3 done, 4 started

| Meeting | Officer/Director | Section | Subject |
|---|---|---|---|
| Council 9/04/2025 | Broe, Barry | Reports to Council | **Waste Management Report April 2025** |

**RESOLUTION 2025/89**
Moved: Cr Ahmad Karanouh
Seconded: Cr Paul Wheelhouse
**That the monthly report on waste management activities be received and noted.**
In Favour: Crs Daniel Keady, Steven Butler, Karen Churchill, Adam Cohen, Paul Fisher, Margaret Garnsey, Phillipa Goldsmith, Ahmad Karanouh and Paul Wheelhouse
Against: Nil

**CARRIED 9/0**

**24 Apr 2025 3:28pm Broe, Barry - Completion**
Completed by Broe, Barry (action officer) on 24 April 2025 at 3:28:17 PM - The report was noted only, no actions arising

| Meeting | Officer/Director | Section | Subject |
|---|---|---|---|
| Council 9/04/2025 | Murphy, Kerrie | Reports to Council | **Tooraweenah Road Upgrade - Monthly Status Update** |

**RESOLUTION 2025/91**
Moved: Cr Paul Fisher
Seconded: Cr Margaret Garnsey
1. **That the report be received and noted on the progress of the Tooraweenah Road Upgrade Project.**
2. **That Council approves a variation to transfer an additional $212,180.00 from the Transport Reserve to and increase the vote for 2024/25 Plant Fund to cover the costs of the purchase for amenities as listed within this report.**

In Favour: Crs Daniel Keady, Steven Butler, Karen Churchill, Adam Cohen, Paul Fisher, Margaret Garnsey, Phillipa Goldsmith, Ahmad Karanouh and Paul Wheelhouse
Against: Nil

**CARRIED 9/0**

**08 May 2025 5:13pm Murphy, Kerrie**
Information noted.

| Meeting | Officer/Director | Section | Subject |
|---|---|---|---|
| Council 9/04/2025 | Broe, Barry | Reports to Council | **Coonamble Shire Masterplan** |

| | | |
|---|---|---|
| | **Division:** | **Date From:** |
| | **Committee:** Council | **Date To:** |
| | **Officer:** | |
| **Action Sheets Report** | | **Printed:** 8 May 2025 9:44 PM |

**RESOLUTION 2025/93**
Moved: Cr Ahmad Karanouh
Seconded: Cr Karen Churchill

1. **That a further workshop be held to allow Council to review all the actions in the Coonamble Shire Masterplan and decide on which actions should remain a priority.**
2. **That the agreed priority actions of the Coonamble Shire Masterplan be incorporated into the draft Delivery Program 2025-2028.**
3. **That the draft Operational Plans and Budgets for FY25-26, FY26-27 and FY27-28 include funding for the development of business plans and costings for priority actions of the Delivery Program 2025-2028.**
4. **That Council pursues grant funding for preparation of business plans and costings for significant priority actions of the Coonamble Shire Masterplan. These priorities will be recommended to Council in a further report for approval.**

In Favour: Crs Daniel Keady, Steven Butler, Karen Churchill, Adam Cohen, Paul Fisher, Margaret Garnsey, Phillipa Goldsmith, Ahmad Karanouh and Paul Wheelhouse
Against: Nil

**CARRIED 9/0**

| Meeting | Officer/Director | Section | Subject |
|---|---|---|---|
| Council 9/04/2025 | Quarmby, Bruce | Reports to Council | **Formation of Donations Committee** |

**RESOLUTION 2025/99**
Moved: Cr Ahmad Karanouh
Seconded: Cr Margaret Garnsey

1. **That Council notes the information in the Formation of Donations Committee report.**
2. **That Council nominates the Mayor, Cr Churchill, Cr Butler and the General Manager (or his/her delegate) as delegates to the Donations Committee.**
3. **That once formed, the Donations Committee agree on a suitable meeting date and time to be held during May 2025.**

In Favour: Crs Daniel Keady, Steven Butler, Karen Churchill, Adam Cohen, Paul Fisher, Margaret Garnsey, Phillipa Goldsmith, Ahmad Karanouh and Paul Wheelhouse
Against: Nil

**CARRIED 9/0**

**25 Apr 2025 10:04pm Quarmby, Bruce**
Applications for financial assistance under this policy closed on the 18/04/2025 . staff are currently in the process of compiling the report for the consideration of the Donations Committee.

# Moving Forward Together

## COMMUNITY STRATEGIC PLAN

2025 TO 2035

COONAMBLE SHIRE COUNCIL

COONAMBLE
SHIRE COUNCIL

**Coonamble Shire Community Strategic Plan 2025-2035**

Version: Draft

Contact: (02) 6827 1900

council@coonambleshire.nsw.gov.au

# ACKNOWLEDGEMENT OF COUNTRY

Coonamble Shire Council acknowledges the Kamilaroi and Wailwan people as the traditional custodians of the land on which it meets and operates, respecting Elders past, present and emerging. We seek at all times to show respect to all people and cultures whose privilege they have to serve within and beyond the Local Government Area.

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# about this plan

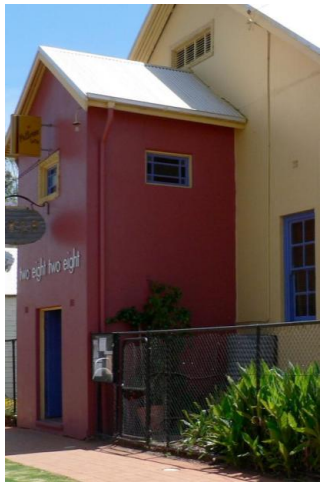
Our Community Strategic Plan (CSP) has been developed following the September 2024 council elections.

Our CSP guides the future direction of the Coonamble Shire for the next 10 years and describes the community's vision and aspirations for the future.

Coonamble Shire Council acknowledges the traditional owners and custodians of the lands in our regions.

Thank you to all the inspired and responsive members of our community who participated in our survey and forums to help achieve the CSP.

Our community continued to engage during the public exhibition period to shape our final CSP, and a Community Engagement Report was delivered.



# Councillors' message

Mayor Cr Daniel Keady

Deputy Mayor Cr Steven Butler

Cr Karen Churchill

Cr Adam Cohen

Cr Paul Fisher

Cr Marg Garnsey

Cr Pip Goldsmith

Cr Al Karanouh

Cr Paul Wheelhous

**Welcome to the Community Strategic Plan for 2025 to 2035.**

Council knows that our Shire is a great place to live. We understand that to be part of a liveable community, things don't just happen. It requires a community vision, shared ideas and a greater commitment for continuous improvement. After the September 2024 elections, we have embarked on an journey to review the community strategic plan to ensure it is fit for purpose for our region. After much engaging consultation and listening to your comments, we are happy to present the final Community Strategic Plan.

The Community Strategic Plan is the community's plan, open to all stakeholders to take an active role in delivering goals. Our region encompasses the township of Coonamble and villages of Gulargambone and Quambone. We are a strong and resilient rural community. We have had several challenging years, particularly focused on continuing to deal with the impacts of natural disasters from drought to flooding and proactively driving opportunities for economic development within the LGA. The consultation has told us that the community has many expectations of us, as your elected Council, and of each other as individuals, businesses, organisations and service partners in our community.

We hope you enjoy your Community Strategic Plan and its accompanying framework. We look forward to implementing the strategies to move forward together.

Your Councillors 2025.

# introduction

## 1. INTEGRATED PLANNING AND REPORTING FRAMEWORK

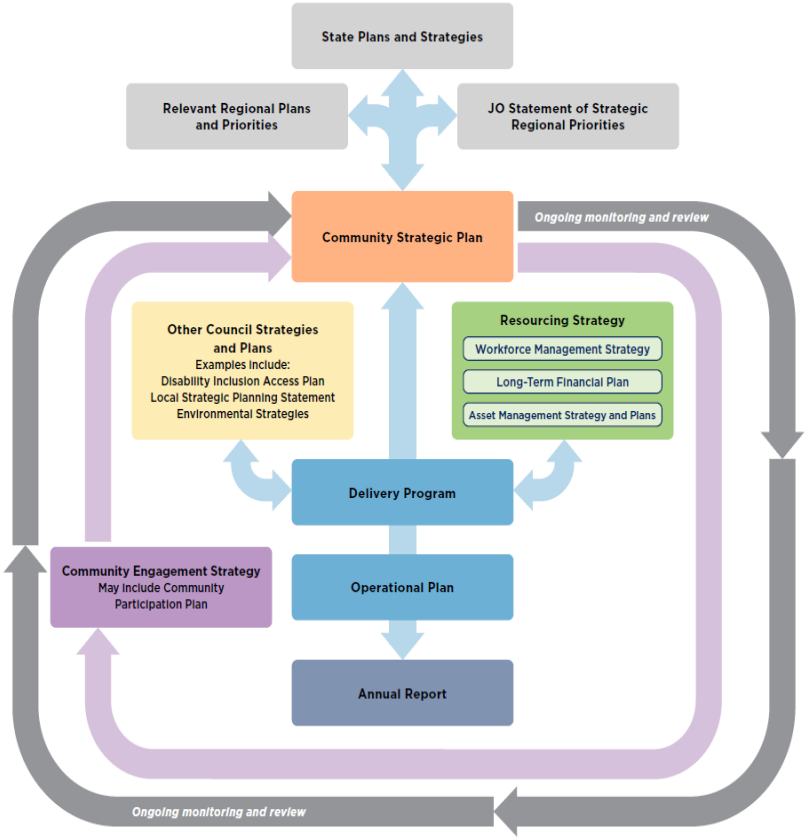
The Integrated Planning and Reporting Framework is based on a perpetual planning cycle which encourages an inclusive and transparent approach to the development of a sustainable local government area and responsible civic leadership.

The **Community Strategic Plan (CSP)** is a community document, for the community. It identifies our values, strengths, challenges and opportunities for the future development and growth of the Coonamble Local Government Area.

The **Delivery Program** identifies the principal strategies to be undertaken to implement the outcomes identified in the Community Strategic Plan during the Council's 4-year term of office.

The **Operational Plan** provides detailed actions and targets to measure the implementation of the Delivery Program.

Following a 28-day public exhibition period and before the end of the financial year, Council formally endorses the CSP and adopts the Delivery Program and Operational Plan after taking into consideration any submissions made.



# introduction

## 2. THE COONAMBLE SHIRE COMMUNITY STRATEGIC PLAN (2025-2035)

Our Coonamble Shire Community Strategic Plan (CSP) 2025-2035 is the key strategic document that highlights the community's aspirations, goals, the current challenges and future opportunities.

The superseded plan was developed in 2022. Each newly elected Council is required to review the previous CSP, then develop and endorse a strategic plan that identifies the community's main priorities and aspirations for the future and identify strategies to achieve them. Strategies that are developed consider the issues and competing pressures that may affect the community and the level of resources that will realistically be available.

Council has a custodial role in initiating, preparing and maintaining the CSP on behalf of the local government area (LGA) but is not wholly responsible for its implementation.

## 3. PARTNERS

Planning in partnership is essential to achieving the Coonamble Shire's vision. Community groups and individuals, government, business and industry all have a role to play in helping to meet the targets set out in the CSP.

In preparing the CSP, Council considered a range of strategic priorities identified by the NSW Government to ensure that our strategic objectives align with both the NSW Premier's Priorities and the Central West and Orana Regional Plan.

The **NSW Premier's Priorities** reflect the NSW Government's commitment to tackling important social issues and improving quality of life for the people of NSW, being:

- A strong economy
- Highest quality education
- Well-connected communities with quality local environments
- Putting customers at the centre of everything we do
- Breaking the cycle of disadvantage

The **Central West and Orana Regional Plan** applies to the 19 LGAs in the wider region – spanning an area of over 125,000km$^2$ – including Coonamble Shire.

The Regional Plan establishes a strategic framework, vision and direction for land use in the Central West and Orana Region, addressing our future needs for housing, jobs, infrastructure, a healthy environment, access to green spaces and connected communities.

In reviewing the CSP, Council undertook **community engagement and consultation**, which is documented in a Community Engagement Report. We also utilised the State of the Shire Report 2024, the 2024 Community Satisfaction Survey, current statistics, a new CSP-focused survey and consultation forums in Coonamble, Gulargambone and Quambone.

# introduction

## 4. GUIDING PRINCIPLES

### *GOVERNANCE*

Coonamble Shire Council is committed to serving the community with integrity, efficiency, fairness, impartiality and the encouragement of mutual respect. We promote and strive to achieve an environment of respect for all. Council endeavours to inspire our community shared civic pride by valuing and protecting our unique environment, both natural and built, for current and future generations.

In keeping with our values, Council is committed to addressing and resolving customer enquiries and complaints, improving service delivery and increasing customer satisfaction. We will treat all matters diligently and aim to provide a fair and reasonable outcome to both the customer and Council.

### *SOCIAL JUSTICE*

In developing the CSP, our community engagement was guided by the principles of social justice, which are:

#### *Equity*

Fairness in decision making, prioritising and allocation of resources, particularly for those in need. Everyone should have a fair opportunity to participate in the future of our community. The process should take particular care to involve and protect the interests of people in vulnerable circumstances.

#### *Access*

All people should have fair access to services, resources and opportunities to improve their quality of life.

#### *Participation*

Everyone should have the maximum opportunity to genuinely participate in decisions which affect our lives.

#### *Rights*

Equal rights should be established and promoted, with opportunities provided for people with diver linguistic, cultural and religious backgrounds to participate in community life.

## 5. DESIRED LEVELS OF SERVICE

Key to Council's role is understanding the community's desired levels of service and demands for essential facilities and programs. The desired levels of service is the balance between the service provided, the level of service expected, and what the community is prepared to pay for.

The desired levels of service will inform the actions within all of Council's plans.

# overview of our shire

The Coonamble Local Government Area (LGA) has an area of 9,955 square kilometres and is located on the traditional Indigenous lands of the Wailwan and Kamilaroi people.

Our shire includes the township of Coonamble and villages of Gulargambone and Quambone.

Coonamble LGA is part of the Orana Region of Central Northern NSW and is bounded by the LGAs of Walgett to the north, Warrumbungle in the east, Gilgandra to the south and Warren in the west.

Less than two hours' drive by road from Dubbo and six hours from Sydney.

Coonamble is situated on the Castlereagh River which runs through the town, dividing east from west. Water from the Great Artesian Basin is pumped into reservoirs throughout the town for domestic use. Residents of rural properties account for approximately one-third of the LGA population.

The majority of the district's agricultural resources are devoted to dry and broad- acre farming and grazing.

The Coonamble LGA has a population of 3,732 persons (ABS, 2021).

The area experiences extreme weather conditions including  drought, flooding and extreme heat and cold. This has significant impact on the local agricultural industry and subsequently the economic prosperity of the area.

# overview of our shire

## Coonamble

Coonamble is the central hub of our region, set along the picturesque Castlereagh River among some of Australia's finest agricultural land.

The central hub includes lively cafes, fantastic eateries, boutique shopping and other commercial industries.

## Gulargambone

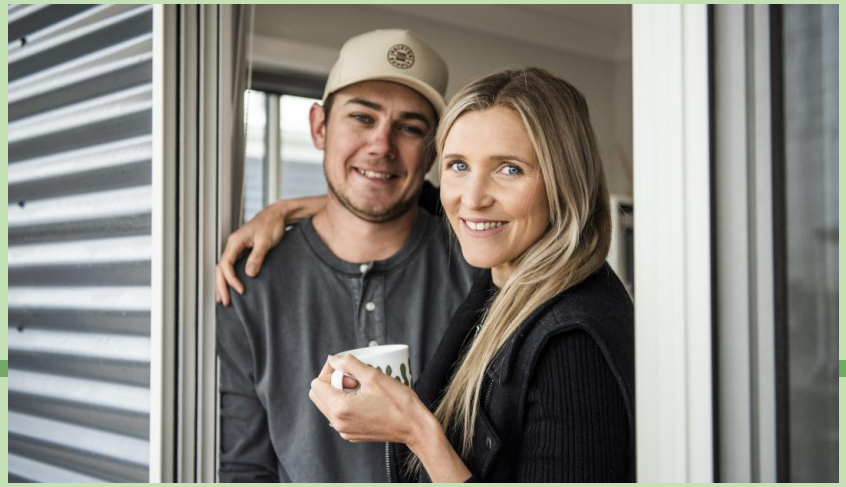
Gulargambone is a jewel in the Coonamble region's crown, 47km south of Coonamble along the banks of the Castlereagh River. Meaning "watering hole for many Galahs" in the local Wailwan language.

## Quambone

Quambone is the smallest and quaintest of our region's villages, with a very proud population of 166 people. Located 57km from Coonamble. Quambone is the gateway to the Macquarie Marshes.

# what we heard?

# challenges and opportunities



# what we heard?

## 1. KEY INFORMATION FROM OUR INITIAL ANALYSIS?

Our key stakeholders and community members who participated in our consultation forums, surveys and meetings know that the information we have gathered to set our baseline has been a rigorous exercise. We undertook a review of the superseded CSP which included 22 actions and reviewed them against the 2024/25 Delivery Program and Operational Plan.

Key information from our analysis was provided in each of the themes and function areas when we undertook initial consultation to help inform our participants.

We undertook review of current available data from other government agencies, organisations and service providers. This included but not limited to:

- population trends including births, deaths, migration and employment data
- crime and domestic violence statistics
- gaps analysis on medical and health services
- animal control statistics
- number of capital projects delivered including upgrades to facilities
- number of events, public art and tourism projects
- NSW Government data such as Active Kids
- number of attendances in Council's children and youth services
- strategic projects and policies delivered such as the Coonamble Master Plan and Economic Development Strategy
- number of long term economic scoping projects such as the MacDonald Park Master Plan and Artesian Bore Bath Experience
- environmental initiatives through existing organisations, adoption of new policies, resilience in our flood management
- infrastructure data on our roads, water and sewer and other assets

## 2. WHAT DID CONSULTATION TELL US?

An in-depth summary of the community consultation findings is provided in the **Community Engagement Report** (March 2025).

The information and comments our community have provided will be provided in each of the themes and function areas later in this document.

- We had around **300 people engaged.**
- The online survey/hardcopy survey had 98 **participants.**
- Around 100 people came and had a chat in our drop in sessions.

A broad summary is below:

- Words such as "build", "opportunities", "grow" and "caring" featured highly in community responses.
- On average, around 95% of you agree with the 16 goals set as part of the initial consultation.
- In addition, there were hundreds of comments and further information provided which will help us develop our CSP, Delivery Program and Operational plan.

# challenges for our future

## OUR COMMUNITY

**Community Services & Wellbeing; Arts and Culture; Recreation & Sporting Spaces**

- How do you connect our community when there is disconnect and divisiveness.
- How do people balance work, family and other commitments with gaps in our services?
- How do we keep up with the demands on our community as a result of the “baby boom”.
- How do we ensure our connection to local culture?
- What are we doing about our high crime statistics and how do we address the causes?
- What are we doing about animal control?
- How do we manage and communicate our local disaster preparedness?
- How do we manage the gaps in our medical and health services?
- How do we continue to development of our recreation and sporting spaces?

## OUR ECONOMY

**Economic Development and Growth**

- How do you manage the lack of support to local businesses, including workforce challenges, drought and lack of housing?
- How do we address a skilled labour shortage and workforce challenges?
- How do we create a larger, diverse, sustainable local economy?
- How do we ensure our early childhood services keep pace with demand?
- How do revitalise our main streets?
- How do we address the housing supply issue in our LGA?
- How can Council improve its communication to local business and industry?

## OUR COUNTRY

**Planning and Development; Sustainable Environment; Sustainable Waste**

- How can we improve recycling services to be more sustainable?
- How can we reduce the impacts of human activity on the environment to protect it for future generations?
- What can we do to be leaders in the Central West for environmental sustainability?

## OUR ASSETS

**Roads; Utilties; Essential Asset Infrastructure; Housing**

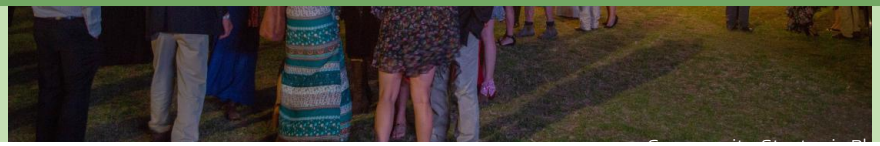
- How do we manage one of the largest unsealed road networks in NSW?
- What can be done with dealing with customer dissatisfaction on our unsealed roads?
- What can be done to manage the quarry better?
- How do we address the telecommunication disconnect in our shire?
- How does Council operate and manage its assets with its limited budget and competing priorities?
- What can be done to manage our ageing water and sewer assets, including private infrastructure?
- How can we deal with the perceptions of water quality?

## OUR LEADERSHIP

**People and Culture, WHS and Risk; Corporate Performance and Strategic Planning**

- How can Council improve its customer service delivery to our community?
- How can Council improve the perception that it does listen to our community?

# what will we do?



# what will we do?

## 1. A PLAN FOR ALL

The Community Strategic Plan brings together the aspirations and priorities of the community. The CSP has been organised to describe the balance and connections between what the community has stated and asked for and what needs to be done.

Information in this section is grouped into the five themes:

**C –** Our Community

**E** – Our Economy

**A** – Our Assets

**OC** – Our Country

**L** – Our Leadership

The diagram displayed on the following page includes a summary of all the objectives for each theme. No one theme is more important than the other. We must balance across all themes which will bring the greatest benefit.

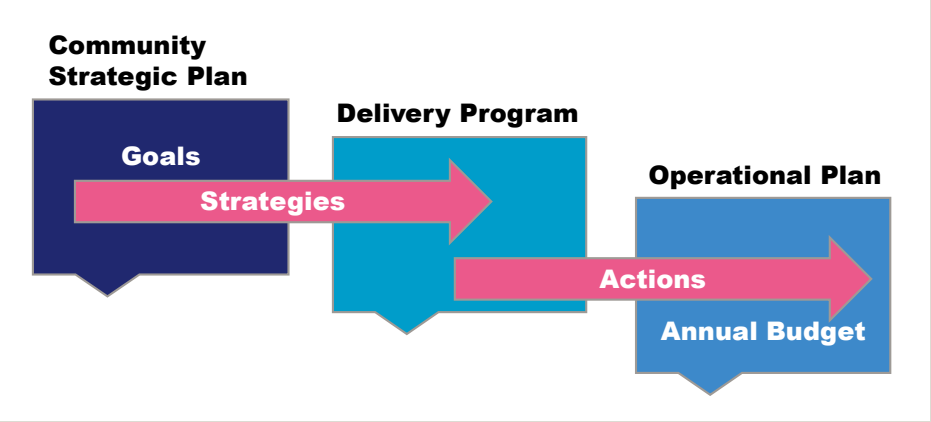
Measures have been applied because it is important to measure our success. Each goal and strategy includes measures to check our progress and provide positive benefits and feedback to the community. Measures will be reported on in the State of the Shire Report, formally referred to as the End of Term Report.

Our CSP displays the five themes which are supported with 9 function areas. It provides ideas of how each of us as an individual, a community organisation, business or industry group and state agency can contribute to the final CSP.

The CSP reinforces the role we all must play in creating and fostering the community we want.

## 2. DELIVERY PROGRAM AND OPERATIONAL PLANS

The CSP strategies cascade down into the Council's Delivery Program. Unlike the CSP which is the community's document that all government agencies and organisations should implement, the **Delivery Program** is specific to Council and what we can deliver. The Delivery Program outlines timeframes, priorities, funding allocations and who is responsible for implementing Council's actions that contribute towards the Community Strategic Plan. More specific detail is provided in Council's Annual Operational Plan for each financial year.



# what will we do?

## 3. RESOURCING STRATEGY

The Resourcing strategy consists of three components:

1. Long-Term Financial Planning
   The Long-Term Financial Plan (LTFP) is a 10-year rolling plan that informs decision-making and demonstrates how the objectives of the CSP and commitments of the DP will be resourced.

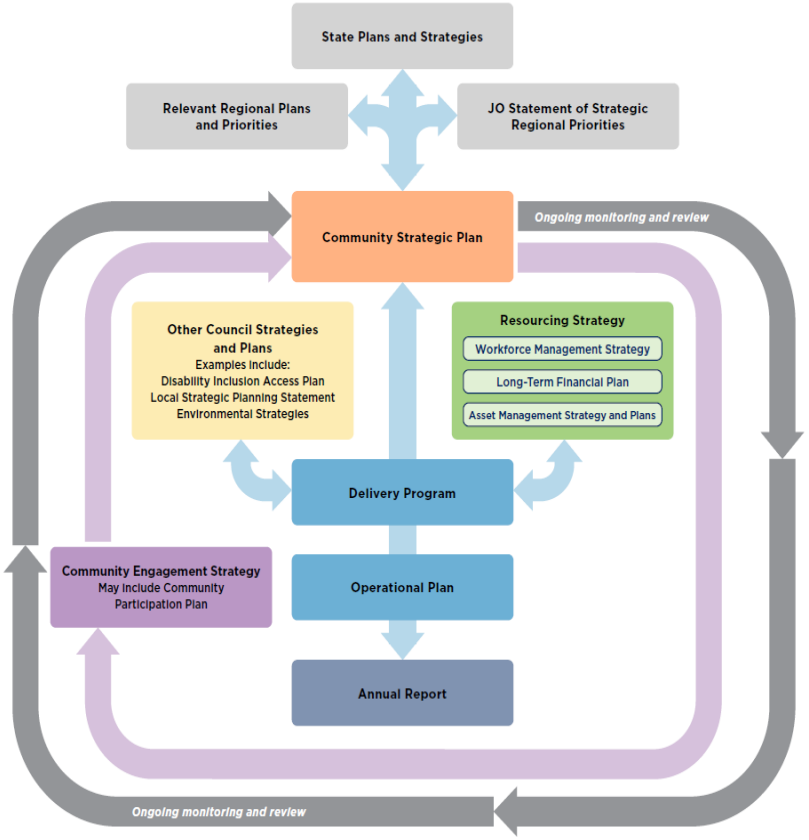
2. Workforce Management Planning
   The Workforce Management Strategy is a proactive 4-year document that shapes the capacity and capability of the workforce to achieve Council's strategic goals and objectives.

3. Asset Management Strategy
   The Asset Management Strategy is to provide the require level of service for the community in accordance with the CSP and in the most cost-effective manner.

The Resourcing strategy clearly articulates how Council will implement and resource the vision of the CSP. Council will work on providing updates of the plans above when they are due.

Existing access to these documents can be found on Council's website:
https://www.coonambleshire.nsw.gov.au/council/integrated-planning-and-reporting

Or via the QR Code:



# MOVING FORWARD TOGETHER – OUR GOALS

## OUR COMMUNITY STRATEGIC PLAN 2025-2035

**OUR VISION:**
**We are a united, vibrant and capable community, focused on caring for each other and our country, now and into the future**

## OUR COMMUNITY

### CARING FOR COMMUNITY

*By 2035...*

**GOAL 1:** We are a united, vibrant, capable and welcoming community.

**GOAL 2:** We are a healthy community.

**GOAL 3:** We are a safe, secure and supportive community.

### CELEBRATING CULTURE

*By 2035...*

**GOAL 4:** We showcase and celebrate our diversity.

### RECREATION AND SPORT

*By 2035...*

**GOAL 5:** We are a welcoming community of 'good sports'.

## OUR ECONOMY

### CULTIVATING OUR WEALTH

*By 2035...*

**GOAL 6:** We support a resilient local economy by increasing its diversity and boosting opportunities for entrepreneurship and business.

### BUILDING OUR SOCIAL CAPITAL

*By 2035...*

**GOAL 7:** We enhance our ability to contribute to and care for our community.

## OUR HOMES & ASSETS

### OUR ROADS

*By 2035...*

**GOAL 8:** Our road network enables our community, industries and economy to thrive in broader contexts.

### OUR UTILITIES

*By 2035...*

**GOAL 9:** Our approach to sanitation serves our current and longer-term needs.

### OUR ASSETS

*By 2035...*

**GOAL 10:** We maintain and improve our natural and built assets to help our families, community, economy and environment to thrive.

### HOUSING OPTIONS

*By 2035...*

**GOAL 11:** We have access to safe, affordable and diverse housing options.

## OUR COUNTRY

### SUSTAINABLE CARE FOR COUNTRY

*By 2035...*

**GOAL 12:** We show informed, fair and inclusive care for our country and community.

**GOAL 13:** We actively and sustainably 'care for country'.

**GOAL 14:** We operate a circular economy.

## OUR LEADERSHIP

### STEPPING UP TO HELP

*By 2035...*

**GOAL 15:** We actively serve our communit to the best of our ability.

### OUR INTEGRITY

*By 2035...*

**GOAL 16:** We make and implement informed decisions with trustworthiness, integrity and probity.

### OUR ONGOING IMPROVEMENT

*By 2035...*

**GOAL 17:** We adopt processes of ongoing improvement and learning in our endeavours.

vision
by 2035 we are....
We are a united, vibrant and capable community, focused on caring for each other and our country, now and into the future

# strategic directions

The community produced a number of important priorities. These are categorised into the five themes for our local government area.

## Our Assets
Our Roads – Our Utilities – Our Assets – Housing Options

## Our Community
Caring for Community – Celebrating Culture – Recreation and Sport

## Our Country
Sustainable Care for Country – Building the Circular Economy

## Our Economy
Cultivating our Wealth – Building our Social Capital

## Our Leadership
Stepping up to Help – Our Integrity – Our Ongoing Improvement

# delivering the plan

There will be a number of stakeholders involved in delivering the objectives outlined in our Community Strategic Plan, and each will have varying roles and responsibilities. A general outline of how this needs to be coordinated is shown below.

| Stakeholder | Partner | Service Provider | Regulator | Funder | Advocator | Facilitator |
|---|---|---|---|---|---|---|
| Coonamble Shire Council | ◆ | ◆ | ◆ | ◆ | ◆ | ◆ |
| Elected Members | ◆ | | | | ◆ | ◆ |
| Residents | ◆ | | | | ◆ | |
| Local Businesses | ◆ | ◆ | | ◆ | ◆ | |
| Voluntary Groups and Organisations | ◆ | ◆ | | | ◆ | |
| Community Organisations | ◆ | ◆ | | | ◆ | |
| Local Authorities | ◆ | ◆ | ◆ | ◆ | ◆ | ◆ |
| State Government | ◆ | ◆ | ◆ | ◆ | | ◆ |
| Federal Government | ◆ | ◆ | ◆ | ◆ | | ◆ |
| Developers | ◆ | ◆ | | ◆ | ◆ | ◆ |
| Investors | ◆ | ◆ | | ◆ | | |

**Partner** Delivers services or projects in partnership with other organisations

**Service Provider** Takes full responsibility for delivery services

**Regulator** Has statutory responsibilities to ensure compliant service delivery

**Funder** Funds other organisations to deliver services through grants or contracts

**Advocator** Promotes the interests of the community to other decision-making organisations such as the State Government

**Area of Responsibility (Abbreviation)**
General Manager's Office (GM
Corporate Services (CS)
Infrastructure (I)
Community, Planning, Development & Environment (CPDE)
Corporate Governance (CG)

our community
caring for community, celebrating culture, and recreation & sport
Page 23

# our community

## WHAT OUR COMMUNITY TOLD US?

### caring for community

- Consistent and all year-round youth services in our town and villages.
- Unification in our community.
- Service partners to work closely together to deliver services.
- More opportunities to come together across generations/cultures/interests.
- Gaps in medical services including services for children and pregnant woman.
- Better domestic animal control and reduce number of roaming cats and dogs.
- Reduction in crime rates and addressing the cause including trauma.
- Safety is a concern for residents.

### celebrating culture

- More cultural and community events so we can come together.
- More public art and sculptures, and acknowledgment that it has improved.
- Make use of our current cultural and art scene.
- Incorporation of arts and culture into our programs for young people.

### recreation & sport

- Our parks and playgrounds need more attention, including shade, tables and chairs.
- The facilities at the Coonamble Sportsground need upgrading.
- The Coonamble Pool needs an upgrade.
- Our volunteers in our sporting organisations are burnt out.
- We need more walking tracks with good lighting, seating and water stations.
- There are great opportunities to redevelop MacDonald Park.

our community

# C1: Caring for Community

## Goal 1: We are a united, vibrant, capable and welcoming community

| | Strategies | Measures of Success | Council role |
|---|---|---|---|
| C1.1 | 1) Initiate and/or participate in community programs that improve access, connection, wellbeing, unity, vibrancy, learning and skills. | - Increase in the numbers of policies/procedures/programs in the community.<br>- Community satisfaction with programs, measured by customer surveys. | • Partner<br>• Service provider<br>• Advocate<br>• Facilitator |

## Goal 2: We are a healthy community

| | Strategies | Measures of Success | Council role |
|---|---|---|---|
| C1.2 | 2) Improve support for physical, mental and spiritual health and wellbeing. | - Community satisfaction with accessing adequate health services in Coonamble LGA.<br>- Reduction in the number of gaps in health services. | • Advocate |

## Goal 3: We are a safe, secure and supportive community

| | Strategies | Measures of Success | Council role |
|---|---|---|---|
| C1.3 | 3) Help build and maintain safe, supportive homes and spaces. | - In general, a decrease in the rate of crime according to BOSCAR crime statistics.<br>- Increase in the numbers of policies/procedures/programs in the community.<br>- Equal to or more than current number of police in Coonamble LGA.<br>- Community satisfaction with domestic animal control.<br>- Sustain/increase community perception on disaster preparedness. | • Service provider<br>• Advocate<br>• Facilitator |

our community

## C2: Celebrating Culture

| Goal 4: We showcase and celebrate our diversity | | | |
|---|---|---|---|
| | **Strategies** | **Measures of Success** | **Council role** |
| C2.1 | 4) Celebrate diverse cultural projects and programs within a united, vibrant and capable community. | - Community satisfaction with public art, creative and artistic available opportunities.<br>- Community satisfaction with library service. | • Partner<br>• Service provider<br>• Facilitator |
| P2.2 | 5) Celebrate, engage and connect through the delivery of an exciting and diverse community events scene.. | - Community satisfaction with events and array of events. | • Partner<br>• Facilitator |

## P3: Recreation and Sporting

| Goal 5: We are a welcoming community of 'good sports' | | | |
|---|---|---|---|
| | **Strategies** | **Measures of Success** | **Council role** |
| P3.1 | 6) Continuously improve sporting and recreational opportunities for our community and visitors. | - Community satisfaction with sporting and recreational opportunities.<br>- Acquitted grant funding from NSW Government and other avenues.<br>- Acquitted grants from donations provided by Council. | • Partner<br>• Service provider<br>• Funder |
| P3.2 | 7) Maintain our parks, open spaces, gardens, and sporting and recreational facilities to a high standard. | - Infrastructure ratios and asset maintenance ratios meet industry benchmark.<br>- MacDonald Park Masterplan progressed and funding being sourced.<br>- Community satisfaction levels with sporting and recreational facilities. | • Service provider |

# our economy

## cultivating our wealth, building our social capital

# our economy

## WHAT OUR COMMUNITY TOLD US?

### cultivating our wealth

- We want our economy to be sustainable, prosperous and diversified.
- The biggest barrier to sustainability and growth for our local businesses and industries is workforce challenges.
- Competition of our local products/services are competing with economic leakage into areas outside of our LGA or online shopping.
- The Coonamble CBD has lost businesses and needs revitalising.
- There is a lack of support for emerging new businesses.

### building our social capital

- There is a shortage in early childhood educators and the current baby boom now means all early childhood services have waitlists.
- There are some gaps in education needs and expectations being met particularly in early childhood.

our economy

# E1: Cultivating our wealth

**Goal 6: We support a resilient local economy by increasing its diversity and boosting opportunities for entrepreneurship and business**

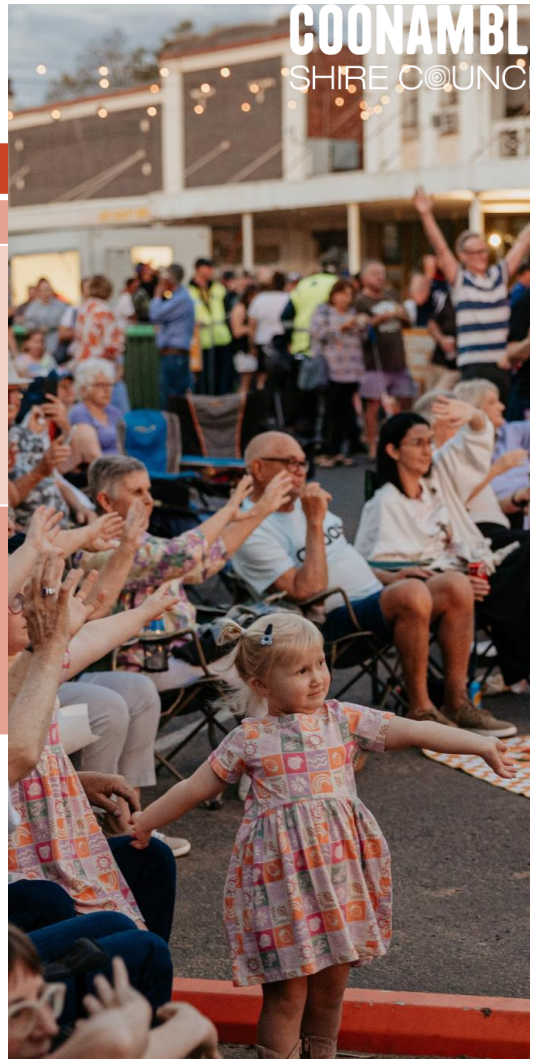
| | Strategies | Measures of Success | Council role |
|---|---|---|---|
| E1.1 | 8) Grow our reputation as an LGA of choice to live, work and invest. | - No decline in our population trends.<br>- Decrease in our unemployment rates.<br>- Increase diversity of jobs by industry base.<br>- Reduction in percentage of businesses who rated workforce challenges as their greatest barrier to growth. | • Partner<br>• Service provider<br>• Advocate<br>• Facilitator |
| E1.2 | 9) Develop a visitor economy through the provision of related infrastructure, services and experiences. | - Plan, build, operate and maintain a prosperous Artesian Bore Bath experience.<br>- Increase LGA's tourism output to 75% of Orana Region's tourism output (Remplan). | • Partner<br>• Service provider<br>• Advocate<br>• Facilitator |
| E1.3 | 10) Increase entrepreneurial activity in agriculture, business and tourism. | - Increase in the number of new startups and small businesses launched in these sectors.<br>- Increase in the number of jobs created in these sectors.<br>- Improvements in the local economy. | • Advocate<br>• Facilitator |
| E1.4 | 11) Attract investment and funding to improve our infrastructure, community, economy, events and environmental care. | - Number of grants awarded within the LGA<br>- Completion of funded projects | • Partner<br>• Service provider<br>• Advocate<br>• Facilitator |

our economy

# E2: Building our social capital

**Goal 7: We enhance our ability to contribute to and care for our community**

| | Strategies | Measures of Success | Council role |
|---|---|---|---|
| E2.1 | 12) Increase knowledge, qualities and skills to support prosperity for ourselves, our children and youth, families, neighbours and community. | - Increased opportunities and participation in vocational training, apprenticeships and professional development programs<br>- Improved employment rates (measured by ABS) | • Partner<br>• Service provider<br>• Advocate<br>• Facilitator |
| E2.2 | 13) Enhance our leadership, consultation and other skills to create a united, vibrant and service-oriented community. | - Frequency and effectiveness of public consultations, forums and collaborative initiatives<br>- Opportunities and participation in development opportunities, mentorship programs and workshops. | • Service provider<br>• Facilitator |



our assets
our roads, our utilities, our assets, housing options
31

# our assets

**WHAT OUR COMMUNITY TOLD US?**

**infrastructure and assets**

- Our unsealed and sealed road network is overwhelmingly not meeting our expectations.
- There is frustration with the lack of maintenance of unsealed roads in our shire. This also includes poor reconstruction of some of our roads.
- Our roads are not meeting our expectations.
- We are frustrated that Council's customer service is not following up and responding to road complaints.
- We have issues resourcing local materials.
- Some of you felt it was a challenge for Council and the recent wet seasons have not helped.
- There are issues with stormwater drainage, or lack of.
- Our drinking water quality requires improvement.
- We can improve on our water pressure issues.
- Our sewerage network on public and private land needs improvement.
- Essential assets such as telecommunications requires improvement across our shire.
- Our quarry needs a quarry management plan to operate it more efficiently.
- Our Saleyards need to stay and be operational.
- Other assets and facilities could do with more care.

our assets

# A1: Our roads

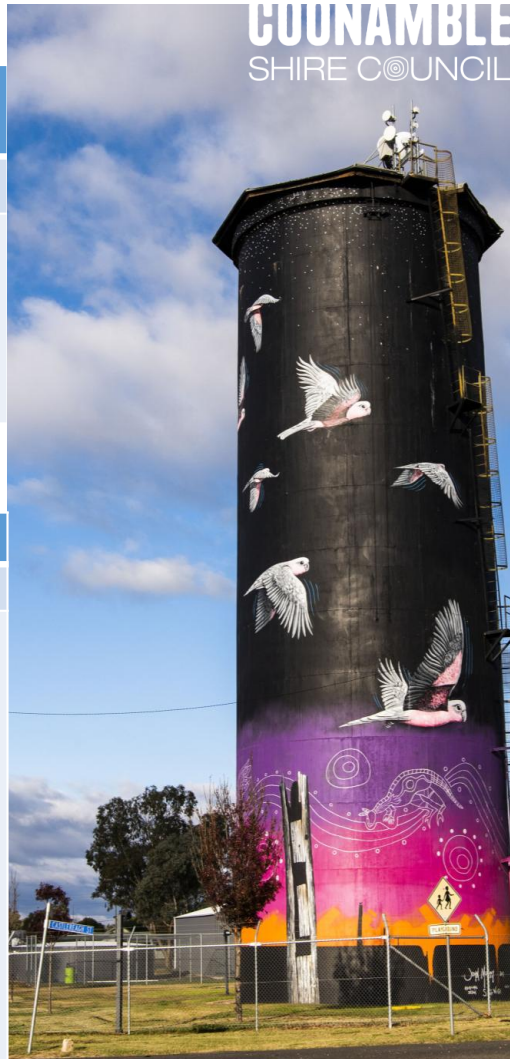
**Goal 8: Our road network enables our community, industries and economy to thrive in broader contexts**

| | Strategies | Measures of Success | Council role |
|---|---|---|---|
| A1.1 | 14) Ensure our roads and related infrastructure maintain high connectivity standards. | - Community satisfaction levels in unsealed roads.<br>- Community's satisfaction levels in sealed roads.<br>- Infrastructure renewal ratio achieved.<br>- Infrastructure backlog ratio achieve reduction.<br>- Project open to traffic - Tooraweenah Road. | • Partner<br>• Service provider<br>• Advocate<br>• Facilitator |

# A2: Our utilities

**Goal 9: our approach to sanitation serves our current and longer-term needs**

| | Strategies | Measures of Success | Council role |
|---|---|---|---|
| A2.1 | 15) Deliver a reliable supply of potable water to homes and public spaces. | - Community satisfaction levels in potable water, sewerage and drainage<br>- Infrastructure and services.<br>- Infrastructure renewal ratio achieved.<br>- Infrastructure backlog ratio achieve reduction. | • Service provider<br>• Advocate |
| A2.2 | 16) Maintain high standards of sanitation in our homes and public spaces. | | |
| A2.3 | 17) Ensure that drainage is sufficient to protect infrastructure and health. | | |



our assets

## A3: Our assets

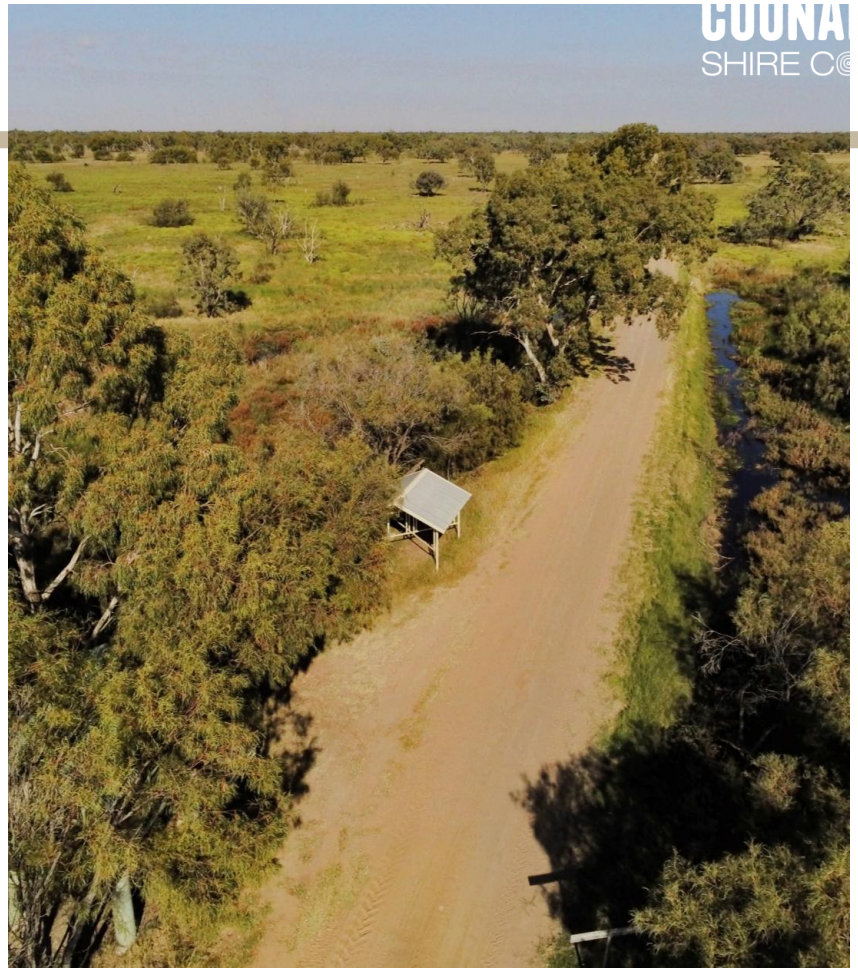
| Goal 10: We maintain and improve our natural and built assets to help our families, community, economy and environment thrive. | | | |
|---|---|---|---|
| | **Strategies** | **Measures of Success** | **Council role** |
| A3.1 | 18) Systematically enhance and maintain our homes, businesses, and other natural and built assets for functionality and aesthetics. | - Community satisfaction with presentation of streets and public spaces<br>- Improved environmental sustainability through monitoring of conservation efforts and biodiversity protection | • Service provider<br>• Advocate<br>• Facilitator |

## A4: Housing options

| Goal 11: We have access to safe, affordable and diverse housing options. | | | |
|---|---|---|---|
| | **Strategies** | **Measures of Success** | **Council role** |
| A4.1 | 19) Land is suitably zoned, sized and located to allow for a variety of housing types. | - Community satisfaction with available land<br>- Increase in available land and housing | • Service provider |
| A4.2 | 20) Development opportunities are communicated to the community. | - 100% of development opportunities are advertised locally | • Partner<br>• Service provider<br>• Facilitator |

our country
sustainable 'care for our country'

# our country




## WHAT OUR COMMUNITY TOLD US?

### planning and development

- Planning and development needs to consider our local Indigenous wisdom.
- New developments and units require investment from government funding.
- There is a great need for rentals but there is no available housing.
- Derelict homes are a concern for residents.
- Out of town investors are fluctuating the local market.
- Our local industry does not understand or have little regard for standards imposed by the State. Concerns for illegal development.
- Minimum lot sizes need reviewing.

### sustainable environment

- Our river system could be better cared for.
- Increase sustainability of our showgrounds and sportsgrounds with rainwater tanks.
- We should be an environmentally sustainable LGA and be leaders in the Central West.

### sustainable waste

- Waste services are overwhelmingly not meeting our expectations.
- Recycle and reuse things before they are sent to the tip.
- We want recycling. We need access to recycling.
- Green waste bins should be offered to residents.
- We overwhelmingly said that we want a bulky goods kerbside collections service.
- How can we as a community create less waste?
- We have issues with our waste facility operations.

our country

## Goal 12: We show informed, fair and inclusive care for our country and community

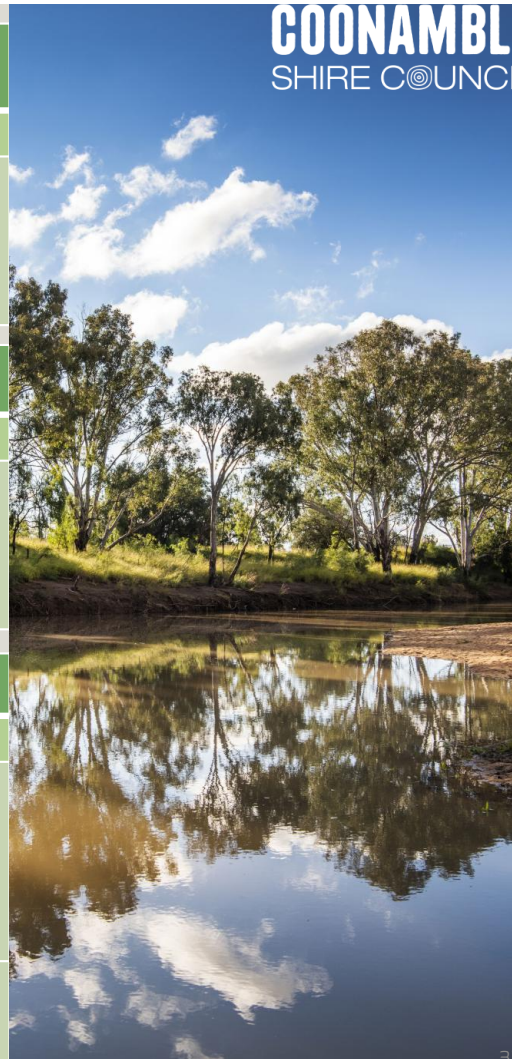
| | Strategies | Measures of Success | Council role |
|---|---|---|---|
| OC1.1 | 21) We balance land use interests and minimise risks by following planning framework and regulations. | - Planning instruments and planning controls are up to date.<br>- Community satisfaction with land use planning framework, and in balance between competing land use interests. | • Service provider<br>• Advocate<br>• Facilitator |

## Goal 13: We actively and sustainably 'care for country'

| | Strategies | Measures of Success | Council role |
|---|---|---|---|
| OC1.2 | 22) Learn about, apply practices and comply with legislation that sustains our environment for ourselves and future generations. | - Community satisfaction with environmental sustainability in the LGA.<br>- Number of incentives/programs addressing environmental initiatives carried out over ten years. | • Partner<br>• Service provider<br>• Advocate<br>• Facilitator |

## Goal 14: We operate a circular economy

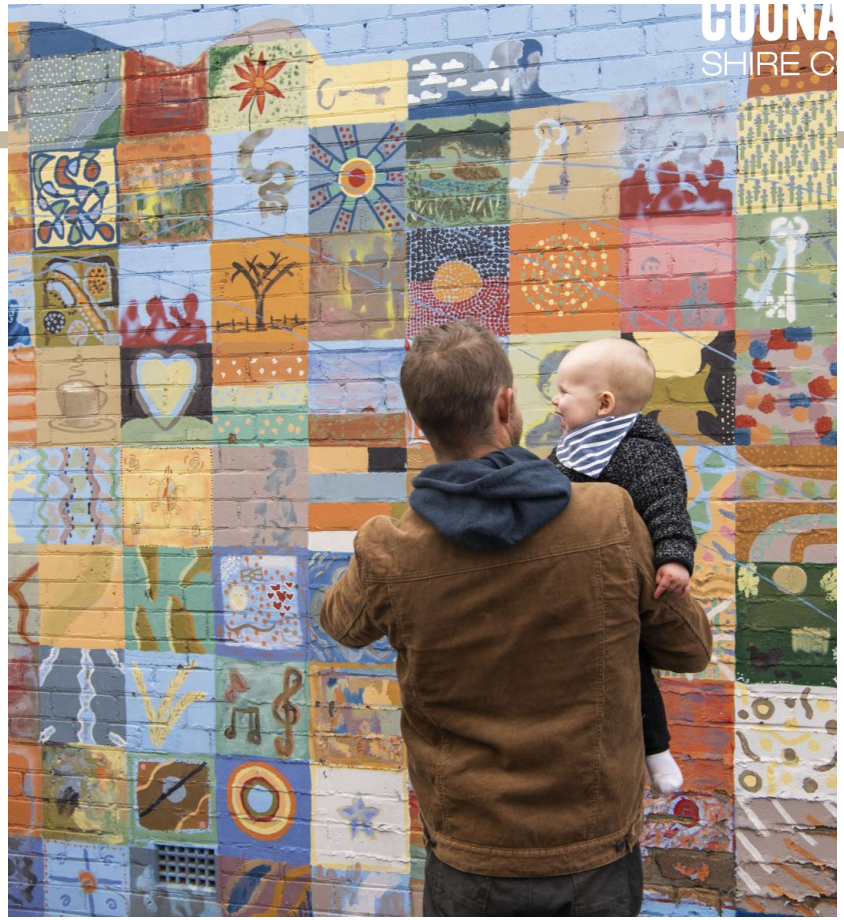
| | Strategies | Measures of Success | Council role |
|---|---|---|---|
| OC1.3 | 23) Implement programs and plans that balance our waste disposal expectations with the resources and capacity available to us. | - Community satisfaction with waste management.<br>- No increase in annual waste collection in our LGA.<br>- Waste Management Strategy is implemented and adopted. | • Service provider<br>• Facilitator |
| OC1.4 | 24) Reduce landfill waste by actively recycling and using reusable products and materials. | - Recycling collection implemented.<br>- FOGO collection implemented.<br>- Materials that can be diverted from landfill are | • Service provider<br>• Partner |



# our leadership

**stepping up to help, our integrity, our ongoing improvement**

# our leadership



**WHAT OUR COMMUNITY TOLD US?**

**people, risk & improvement, corporate performance, and strategic planning**

- There are workforce challenges with Council including skill shortages and vacancies.
- Look at different ways to communicate our news to the community especially those who lack functional literacy.
- We want better customer service from Council including attending to customer requests and acknowledgement of requests in a reasonable timeframe.
- More consultation opportunities.
- Building local capacity in our workforce.
- Get our children and youth involved to be more accountable, transparent and innovative.
- We want our leaders to unify our community not divide us.

our leadership

# L1: Stepping up to help

**Goal 15: We actively serve our community to the best of our ability**

| | Strategies | Measures of Success | Council role |
|---|---|---|---|
| L1.1 | 25) Find opportunities to use our skills, and work with others to build a united, vibrant and service-oriented community. | - Number of supported initiatives to build capacity and nurture leadership in our community.<br>- Nurture our youth leaders through the Youth Forum/Council. | • Partner<br>• Advocate<br>• Facilitator |

# L2: Our integrity

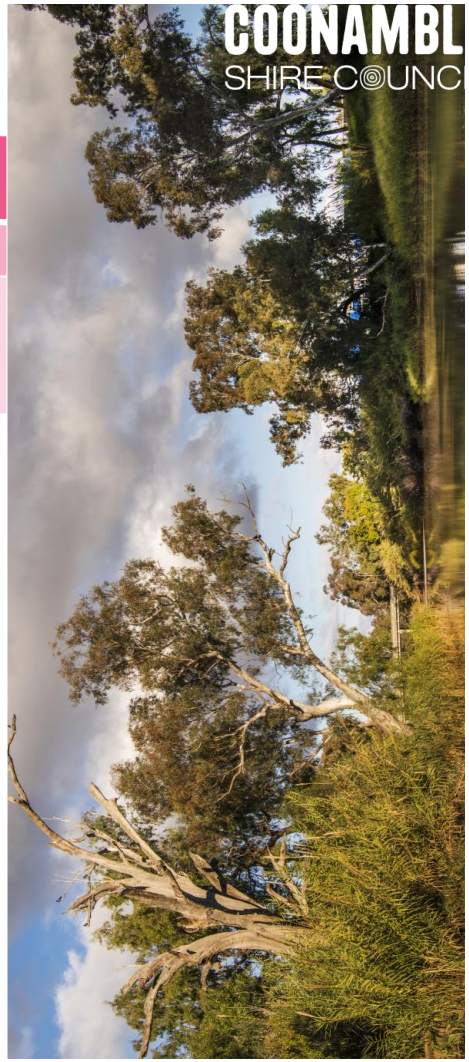
**Goal 16: We make and implement informed decisions with trustworthiness, integrity and probity.**

| | Strategies | Measures of Success | Council role |
|---|---|---|---|
| L2.1 | 26) Use expert, cultural, scientific and local knowledge to inform our decision-making and consultation. | - Decisions are supported by referenced knowledge sources (eg, within business paper reports)<br>- Policies are reviewed and updated at intervals of no more than four years<br>- Communication is accessible (eg, makes use of a variety of methods and meets accessibility standards) | • Service provider<br>• Facilitator |
| L2.3 | 27) Proactively communicate decisions, and the processes to reach them, to relevant stakeholders. | - Number of publications circulated to the community<br>- Community satisfaction with communication | • Service provider<br>• Facilitator |

our leadership

# L3: Our ongoing improvement

| Goal 17: We adopt processes of ongoing improvement and learning in our endeavours | | | |
|---|---|---|---|
| | **Strategies** | **Measures of Success** | **Council role** |
| L1.1 | 25) Find opportunities to use our skills, and work with others to build a united, vibrant and service-oriented community. | - Number of supported initiatives to build capacity and nurture leadership in our community.<br>- Nurture our youth leaders through the Youth Forum/Council. | • Service provider<br>• Advocate<br>• Facilitator |



# Indicators, baselines and targets

our community

| INDICATOR | BASELINE | 2035 TARGET |
|---|---|---|
| **P1: COMMUNITY SERVICE AND WELLBEING** | | |
| **Improved community perception we are connected, cohesive and vibrant.** | 15% community perceive we are connected, cohesive and vibrant. (2022) | 50% of community perceive we are connected, cohesive and vibrant. |
| **Increase in the numbers of new policies/procedures/programs in the community which enhance cohesion/vibrancy/engagement/liveability.** | Commence from zero. | Increase in the numbers of new policies/procedures/programs in the community. |
| **Reduction in no. of local health services gaps (identified by health service providers).** | 5 identified priority health services gaps. (2021) | Decrease in no. of priority health services gaps. |
| **Increase community satisfaction with access to adequate health services locally.** | 50% community satisfied with access to health services locally (2022). | 60% community satisfied with access to health services locally. |
| **Decrease in % of community who don't feel safe.** | 25% community don't feel safe. (2022) | <25% of the community don't feel safe. |
| **Reduction in crime statistics.** | BOSCAR Crime stats 20/21. No. of offences:<br>Domestic Violence assaults- 81<br>Intimidation, stalking, harassment- 117<br>Break and enter dwelling – 78<br>Motor vehicle theft – 18<br>Possession and use other drugs – 10<br>TOTAL of above – 304 offences. | Reduction in no. of offences against selected benchmarked offence types;<br>Domestic violence assaults<br>Intimidation, stalking, harassment<br>Break and enter dwelling<br>Motor vehicle theft<br>Possession and use other drugs |
| **Sustain Police no. in Cble LGA** | 11 Police stationed in Cble LGA. | Equal to or more than 11 police in Cble LGA. |
| **Increase community satisfaction with domestic animal control.** | 47% community satisfaction rating (2022) | 60% community satisfaction rating. |
| **Increase community confidence that we are disaster prepared.** | 39% of community confident (2002) | 50% of community confident. |

# Indicators, baselines and targets

our community

| INDICATOR | BASELINE | 2035 TARGET |
|---|---|---|
| **P2: ARTS AND CULTURE** | | |
| **Improve community satisfaction with public art, creative and artistic opportunities.** | 64% community satisfaction rating (2022) | 70% community satisfaction rating. |
| **Sustain or improve community satisfaction with library service.** | 90% community satisfaction rating (2022) | 90% community satisfaction rating or above. |
| **Improve community satisfaction with community events and array of events.** | 56% community satisfaction rating (2022) | 65% community satisfaction rating. |
| **P3: RECREATION AND SPORTING SPACES** | | |
| **Improve community satisfaction with sporting and recreational opportunities.** | 56% community satisfaction rating (2022) | 65% community satisfaction rating. |
| **Improve community satisfaction with sporting and recreation spaces.** | 50% community satisfaction rating (2022) | 60% community satisfaction rating. |
| **Progression of MacDonald Park Precinct project.** | Draft design and costings complete. | MacDonald Park project completed. |
| **FINANCIAL INDICATORS AS PER BELOW** | | |
| **Sport and Rec Facilities (Building and Other Structures) Infrastructure Renewal Ratio** | 145.84% (2021) | 90%> - <110% |
| **Sport and Rec Facilities (Building and Other Structures) Infrastructure Backlog Ratio** | 6.7% (2021) | <5% (OLG benchmark <2%) |
| **Sport and Rec Facilities (Building and Other Structures) Asset Maintenance Ratio** | 61.2% (2021) | 90%> - <110% |

# Indicators, baselines and targets

## our economy

| INDICATOR | BASELINE | 2035 TARGET |
|---|---|---|
| ED1: ECONOMIC DEVELOPMENT AND GROWTH | | |
| **Reduction in the no. of businesses who's greatest barrier to growth are workforce challenges.** | 83% businesses identified workforce challenges as biggest barrier to growth (2022) | 65% businesses rate workforce challenge as greatest challenge. |
| **Reduce unemployment rate** | Data avail June 2022 (Census 2021) | Reduce unemployment rate. |
| **No decrease population of Coonamble LGA** | Data avail June 2022 (Census 2021) | No decrease in population. |
| **Increase diversity of jobs by industry base.** | 478 agriculture industry jobs (34%), non-agriculture jobs 66% of 1416 total jobs (Remplan 2022) | Increase percentage of non-agriculture jobs to 70%, whilst sustain agriculture jobs numbers at 478 or more. |
| **Increase tourism industry output within the Coonamble LGA reflective of Orana Region's tourism output.** | 1.9% of Cble LGA's total output (Remplan 2022) v 3.2% Orana Region. (Cble LGA approx. 60% of Orana Region's tourism output) | Increase Cble LGA's tourism output to 75% of Orana Region's tourism output. (Remplan) |
| **Plan, build, operate and maintain a prosperous Artesian Bore Bath experience.** | Business case phase. | Project completed and operational. |
| **Increase in percentage of community whose access to education meets their expectations.** | 60% community expectation met (2022) | 70% community expectation met. |
| **Reduction in no. of children on waitlists with early childhood education service providers.** | 43 children on waitlists. 203 positions avail (Jun 2022) | 50% reduction in early childhood education providers waitlists size. |
| **Number of polices/strategies introduced to address adequate and quality education choices.** | 0 | Increase in new policies/strategies. |

# Indicators, baselines and targets

our assets

| INDICATOR | BASELINE | 2035 TARGET |
|---|---|---|
| I1: INFRASTRUCTURE AND ASSETS | | |
| I1.1 ROADS | | |
| **Increase community satisfaction with rural road network.** | 18% community satisfaction rating (2022) | 50% satisfaction |
| **Increase community satisfaction with town roads incl urban drainage.** | 25% community satisfaction rating (2022) | 50% satisfaction |
| **Tooraweenah Road upgrade project's progression.** | Design & prelim project doc completed. Proj Mgr appointed. | Deliver project on time and on budget. Project open to traffic. |
| **Financial and infrastructure ratios as per below** | | |
| **Transport Infrastructure Renewal Ratio (roads, bridges, footpath, curb and guttering)** | 70% (2021) | 90%> - <110% |
| **Transport Infrastructure Backlog % (roads, bridges, footpath, curb and guttering)** | 3.38% (2021) | <5% (OLG benchmark 2%) |
| **Transport Infrastructure Asset Maintenance Ratio (roads, bridges, footpath, curb and guttering)** | 127.51% (2021) | 90%> - <110% |

# Indicators, baselines and targets

## our assets

| INDICATOR | BASELINE | 2035 TARGET |
|---|---|---|
| **I1: INFRASTRUCTURE AND ASSETS** | | |
| **I1.2 URBAN WATER** | | |
| **Increase community satisfaction with urban water services.** | 33% community satisfaction rating (2022) | 50% community satisfaction rating. |
| **Financial and infrastructure ratios as per below** | | |
| **Urban Water Infrastructure Renewal Ratio %** | 96.25% (2021) | 90%> - <110% |
| **Urban Water Infrastructure Backlog %** | 1.2% (2021) | <2% (OLG benchmark) |
| **I1.3 & I1.4 SEWERAGE** | | |
| **Increase community satisfaction with sewerage services.** | 63% community satisfaction rating (2022) | 70% community satisfaction rating |
| **Financial and infrastructure ratios as per below.** | | |
| **Sewerage Infrastructure Renewal Ratio** | 177.98% (2021) | 90%> - <110% |
| **Sewerage Infrastructure Backlog %** | 1.18% (2021) | <2% (OLG benchmark) |
| **I1.5 ASSETS/INFRASTRUCTURE GENERAL** | | |
| **Infrastructure Backlog Ratio** | 3.41% (2021) | <2% (OLG benchmark) |
| **Increase community satisfaction with essential assets and infrastructure.** | 50% community satisfaction rating (2022) | 60% community satisfaction rating |

# Indicators, baselines and targets

our country

| INDICATOR | BASELINE | 2035 TARGET |
|---|---|---|
| **OC1.1: PLANNING AND DEVELOPMENT** | | |
| **Improved community experience securing affordable and suitable residential land and/or housing.** | 43% community expectation rating. (2022) | 55% community expectation rating. |
| **Improve community confidence levels in our strategic land use planning framework, and in the balance between our land use interests and risk.** | 42% community confidence rating. (2022) | 55% community confidence rating. |
| **OC1.2: SUSTAINABLE ENVIRONMENT** | | |
| **Improved community sentiment we are an environmentally sustainable community.** | 13% community agreeance rating (2022). | 50% community agreeance rating. |
| **OC1.3: SUSTAINABLE WASTE** | | |
| **Increase community satisfaction with waste services provided by Council.** | 20% community satisfaction rating (2022) | 50% community satisfaction rating. |
| **No increase in annual waste generation across LGA.** | 7,000t waste generation (20/21) (kerbside, and self-haul Cble landfill & G'bone transfer station). | 7,000t or less waste generation for LGA. |

# Indicators, baselines and targets

our leadership

| INDICATOR | BASELINE | 2035 TARGET |
|---|---|---|
| L: PEOPLE, RISK AND IMPROVEMENT, AND CORPORATE PERFORMANCE AND STRATEGIC PLANNING | | |
| **Increase community satisfaction with adequate opportunity to contribute ideas, feedback, opinion on Council matters.** | 23% community satisfaction rating. (2022) | 50% community satisfaction rating. |
| **Increase community satisfaction level with Council services and facilities.** | 42% community satisfaction rating. (2022) | 55% community satisfaction rating. |
| **Risk Management Framework meets best practice standard.** | Risk Management Framework not currently meeting best practice standard. (2021) | Best practice standards met. |
| **Meeting industry benchmark and/or improvement on benchmark.** | Measured through variables below. | |
| **Operating Performance Ratio** | 7.47% (2021) | > 0% (OLG benchmark) |
| **Own Source Operating Revenue Ratio** | 49.16% (2021) | > 60% (OLG benchmark) |
| **Unrestricted Current Ratio** | 7.74 x (2021) | >1.5 x (OLG benchmark) |
| **Debt Service Cover Ratio** | 138.74 x (2021) | >2 x (OLG benchmark) |
| **Cash Expense Cover Ratio** | 20.30 months (2021) | >3 months (OLG benchmark) |
| **Infrastructure Backlog Ratio** | 3.41% (2021) | <2% (OLG benchmark) |

# what you can do

COONAMBLE SHIRE COUNCIL

**our community**
- ❑ Get to know your neighbour
- ❑ Be part of our cultural and community events
- ❑ Be physically active
- ❑ Use our existing services and facilities
- ❑ Participate in community groups
- ❑ Respect and value the community's diversity

**our economy**
- ❑ Shop local – buy local
- ❑ Use local and regional providers
- ❑ Promote Coonamble, Gulargambone and Quambone as a place to visit
- ❑ Be part of our tourism events and activities
- ❑ Grow develop our local workforce

**our assets**
- ❑ Be mindful and obey rules on wet weather conditions on our unsealed roads
- ❑ Keep footpaths clear of vegetation
- ❑ Report unsafe conditions with our infrastructure
- ❑ Report any water, sewer and drainage issues

**our country**
- ❑ Minimise your energy use
- ❑ Conserve water where you can
- ❑ Compost your food and garden waste
- ❑ Donate your clothes
- ❑ Have a garage sale
- ❑ Volunteer for an environmental initiative

**our leadership**
- ❑ Join in the conversation of our strategies, plans and policies
- ❑ Participate in our community engagements and consultation
- ❑ Support the work of Section 355 Committees in your town or village

# where to from here?

COONAMBLE SHIRE COUNCIL

Q3 Q4 Q1 Q2

Jan Feb Mar Apr May Jun Jul Aug Sep Oct Nov Dec

**State of our Shire End of Term Report**
Released

**Fact finding**
Data analysis
Initial community engagement
Stakeholder engagement

**Draft Community Strategic Plan**
**Draft Delivery Program**
**Draft Operational Plan**
Public Exhibition (28 days)
Community engagement

**Community Strategic Plan**
Endorsed at June 2025 Council meeting
**Delivery Program and Operational Plan**
Adopted at June 2025 Council meeting

Implementation

**Council checkpoint**
Biannual review of Delivery Program and Operational Plan budget

**Enquiries:**

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council@coonambleshire.nsw.gov.au

**mail to:**

Coonamble Shire Council

PO Box 80

Coonamble NSW 2829

# COONAMBLE SHIRE COUNCIL

# DRAFT DELIVERY PROGRAM

2025/26 TO 2029/30

COONAMBLE
SHIRE COUNCIL

# Delivery Program 2025/26-2029/30

Version: Draft

Contact: (02) 6827 1900

council@coonambleshire.nsw.gov.au

# ACKNOWLEDGEMENT OF COUNTRY

Coonamble Shire Council acknowledges the Kamilaroi and Wailwan people as the traditional custodians of the land on which it meets and operates, respecting Elders past, present and emerging. We seek at all times to show respect to all people and cultures whose privilege they have to serve within and beyond the Local Government Area.

vision
by 2035 we are....
We are a united, vibrant and capable community, focused on
caring for each other and our country, now and into the future

GOONAMBLE SHIRE COUNCIL

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**DRAFT Delivery Program (2025/26-2029/30)**


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COONAMBLE SHIRE COUNCIL

# about this program

Our draft Delivery Program (2025/26 - 2029/30) has been developed following the September 2024 council elections.

The DP is a statement of commitment by the newly elected Council translating goals into clear actions.

Our draft DP is Coonamble Shire Council's key medium term planning document for the future.

Coonamble Shire Council acknowledges the traditional owners and custodians of the lands in our regions.

Have your say on our draft DP. Contact Council on (02) 6287 1900 or at council@coonamble shire.nsw.gov.au

COONAMBLE SHIRE COUNCIL

# introduction

## 1. INTEGRATED PLANNING AND REPORTING FRAMEWORK

The Integrated Planning and Reporting Framework is based on a perpetual planning cycle which encourages an inclusive and transparent approach to the development of a sustainable local government area and responsible civic leadership.

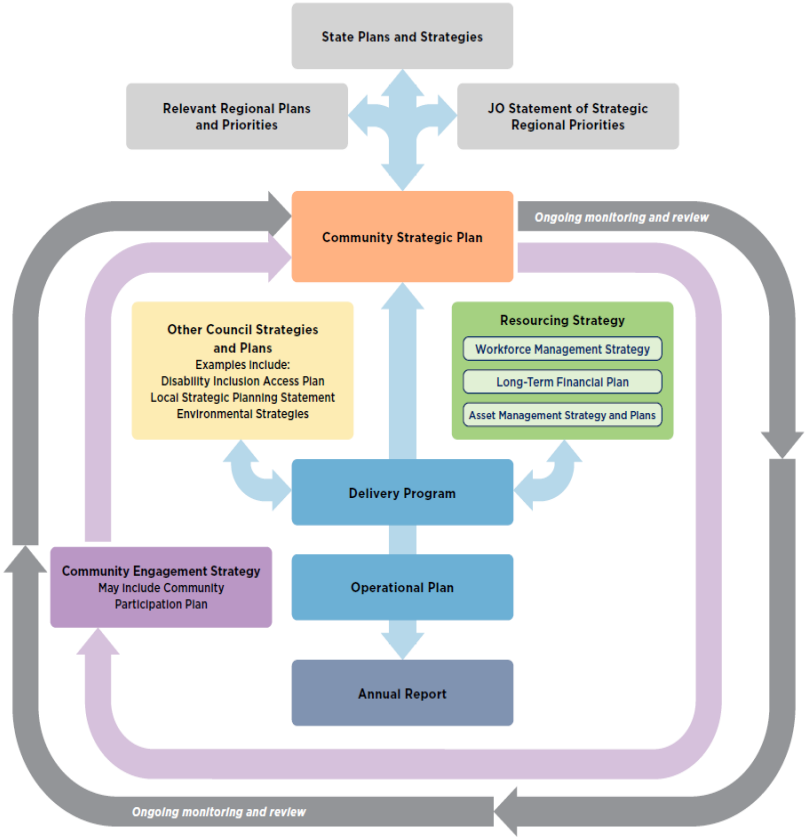
The **Community Strategic Plan (CSP**) is a community document, for the community. It identifies our values, strengths, challenges and opportunities for the future development and growth of the Coonamble Local Government Area.

The **Delivery Program (DP)** identifies the principle strategies to be undertaken to implement the outcomes identified in the Community Strategic Plan during the Council's 4-year term of office.

The **Operational Plan** provides detailed actions and targets to measure the implementation of the Delivery Program.

Following a 28 day public exhibition period and before the end of the financial year, Council formally adopts the CSP, DP and Operational Plan after taking into consideration any submissions made.

As we are in a new term, the draft CSP, draft DP and draft Operational Plan are now out for public exhibition.



# introduction

## 2. THE DRAFT COONAMBLE SHIRE DELIVERY PROGRAM (2025/26 – 2029/30)

The Delivery Program (DP) is a statement of commitment to the community from each newly elected council and translates the community's strategic goals into clear actions.

It is the primary reference point for all activities undertaken by Council during its term of office. It allows Council to determine what is achievable over the next 4 years, what the priorities are, and how programs will be scheduled.

Importantly, the DP allows Council to demonstrate how its 'business-as-usual' activities help achieve Community Strategic Plan (CSP) objectives (e.g. garbage collection achieves a safe and healthy environment objective).

## 3. WHAT IS REQUIRED?

A council must have a DP detailing the principal activities to be undertaken by the council to perform its functions (including implementing the strategies set out in the Community Strategic Plan) within the limits of the resources available under the Resourcing Strategy. It must also include how those activities will be prioritised, and how the council will measure and evaluate their implementation.

The council must establish a new DP after each ordinary election of councillors to cover the principal activities of the council for their term commencing on 1 July following the election.

The DP must address ongoing improvements to the efficiency, productivity, financial management and governance of the council.

The DP must allocate high-level responsibilities for each activity or set of activities. Where the council has an oversight role for a Community Strategic Plan strategy but is not the key delivery agent, the DP should include activities which reflect the role the council will play in relation to the strategy, and how it will monitor its delivery.

A draft DP must be placed on public exhibition for a period of at least 28 days and submissions received by the council must be considered by the council before the DP is adopted by the council.

The council must review its DP each year when preparing the Operational Plan.

COONAMBLE SHIRE COUNCIL

# context

## RELEVANCE TO OUR COMMUNITY STRATEGIC PLAN

Working from the bottom up, our CSP development team undertook an extensive amount of time reviewing the current CSP, Council's previous delivery program and operational plan reviews. We believe that there are better ways to do business, provide our services, to govern, to communicate and to continuously improve in our processes.

Whilst the new elected Council could have adopted the current CSP for another term, some amendments were made to keep the CSP up to date and community focused.

To accompany the work of the draft CSP, extensive community engagement and consultation has occurred and will be documented in a **Community Consultation Plan** that will be presented at the June 2025 Council meeting. We also utilised the 2024 Community Satisfaction Survey, current statistics, undertaking a new CSP focused survey, online forums and attended meetings.

The draft CSP is a result of the extensive engagement that occurred between November 2024 and May 2025. The information provided by those valued people who participated has also influenced the development of the draft DP and draft Operational Plan.

Based upon the goals and aspirations express by community and which now forms the draft CSP, the DP has been developed and focuses on the medium term (4 years). Given the DP is derived from the CSP there is direct and clear linkage between the two plans.

# MOVING FORWARD TOGETHER – OUR GOALS

## OUR COMMUNITY STRATEGIC PLAN 2025-2035

**OUR VISION:**
**We are a united, vibrant and capable community, focused on caring for each other and our country, now and into the future**

## OUR COMMUNITY

### CARING FOR COMMUNITY

*By 2035...*

**GOAL 1:** We are a united, vibrant, capable and welcoming community.

**GOAL 2:** We are a healthy community.

**GOAL 3:** We are a safe, secure and supportive community.

### CELEBRATING CULTURE

*By 2035...*

**GOAL 4:** We showcase and celebrate our diversity.

### RECREATION AND SPORT

*By 2035...*

**GOAL 5:** We are a welcoming community of 'good sports'.

## OUR ECONOMY

### CULTIVATING OUR WEALTH

*By 2035...*

**GOAL 6:** We support a resilient local economy by increasing its diversity and boosting opportunities for entrepreneurship and business.

### BUILDING OUR SOCIAL CAPITAL

*By 2035...*

**GOAL 7:** We enhance our ability to contribute to and care for our community.

## OUR HOMES & ASSETS

### OUR ROADS

*By 2035...*

**GOAL 8:** Our road network enables our community, industries and economy to thrive in broader contexts.

### OUR UTILITIES

*By 2035...*

**GOAL 9:** Our approach to sanitation serves our current and longer-term needs.

### OUR ASSETS

*By 2035...*

**GOAL 10:** We maintain and improve our natural and built assets to help our families, community, economy and environment to thrive.

### HOUSING OPTIONS

*By 2035...*

**GOAL 11:** We have access to safe, affordable and diverse housing options.

## OUR COUNTRY

### SUSTAINABLE CARE FOR COUNTRY

*By 2035...*

**GOAL 12:** We show informed, fair and inclusive care for our country and community.

**GOAL 13:** We actively and sustainably 'care for country'.

**GOAL 14:** We operate a circular economy.

## OUR LEADERSHIP

### STEPPING UP TO HELP

*By 2035...*

**GOAL 15:** We actively serve our communit to the best of our ability.

### OUR INTEGRITY

*By 2035...*

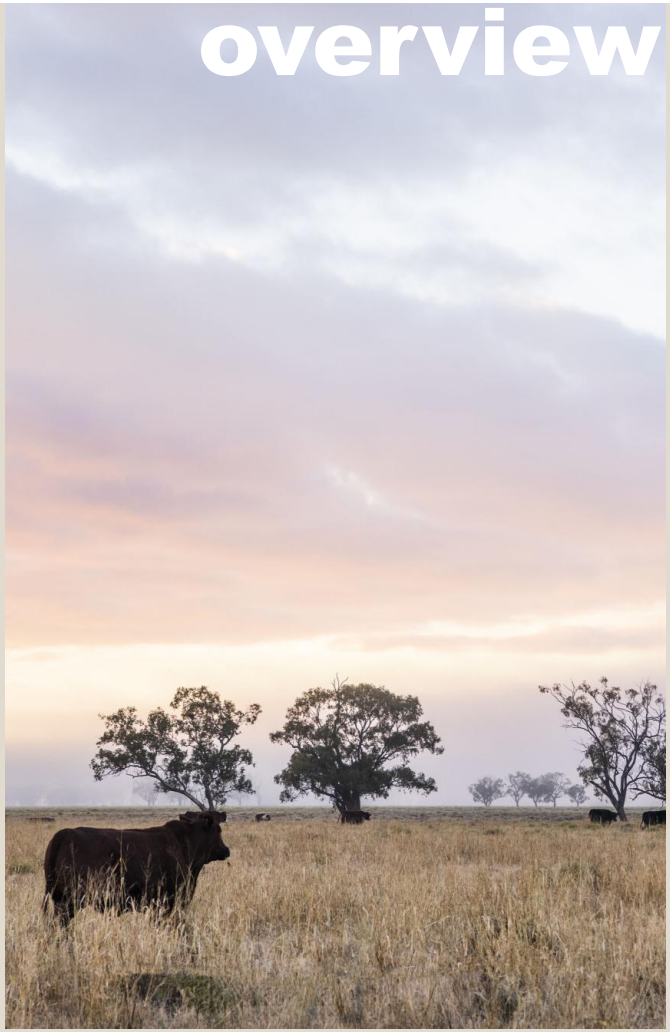
**GOAL 16:** We make and implement informed decisions with trustworthiness, integrity and probity.

### OUR ONGOING IMPROVEMENT

*By 2035...*

**GOAL 17:** We adopt processes of ongoing improvement and learning in our endeavours.

# overview of our shire



The Coonamble Local Government Area (LGA) has an area of 9,955 square kilometres and is located on the traditional Indigenous lands of the Weilwan and Kamilaroi people.

Our shire includes the township of Coonamble and villages of Gulargambone and Quambone.

Coonamble LGA is part of the Orana Region of Central Northern NSW and is bounded by the LGAs of Walgett to the north, Warrumbungle in the east, Gilgandra to the south and Warren in the west.

Less than two hours' drive by road from Dubbo and six hours from Sydney.

Coonamble is situated on the Castlereagh River which runs through the town, dividing east from west. Water from the Great Artesian Basin is pumped into reservoirs throughout the town for domestic use. Residents of rural properties account for approximately one-third of the LGA population.

The majority of the district's agricultural resources are devoted to dry and broad- acre farming and grazing.

The Coonamble LGA has a population of 3,732 persons (ABS, 2021).

The area experiences extreme weather conditions including drought, flooding and extreme heat and cold. This has significant impact on the local agricultural industry and subsequently the economic prosperity of the area.

# overview of our shire

COONAMBLE SHIRE COUNCIL

## Coonamble

Coonamble is the central hub of our region, set along the picturesque Castlereagh River among some of Australia's finest agricultural land.

The central hub includes lively cafes, fantastic eateries, boutique shopping and other commercial industries.

## Gulargambone

Gulargambone is a jewel in the Coonamble region's crown, 47km south of Coonamble along the banks of the Castlereagh River. Meaning "watering hole for many Galahs" in the local Wailwan language.

## Quambone

Quambone is the smallest and quaintest of our region's villages, with a very proud population of 166 people. Located 57km from Coonamble. Quambone is the gateway to the Macquarie Marshes.

# strategic direction

Through the CSP's community engagement process a number of important priorities were produced. These are categorised into the five themes for our local government area.

## Our Community

Connection to Country – Connection to Place – Family Friendly – Opportunities to Connect – Arts and Cultural Hub

## Our Economy

Prosperity in Our Economy – Enabled by Technology and Communications – Active Hubs – Tourism – Small and Local Businesses

## Our Assets

Our Roads Make it Happen – Infrastructure is an Enabler – We Operate and Maintain – We Plan for Our Future

## Our Country

Sustainability – Future Generations – Housing Options – Protecting and Enhancing our Natural Environment

## Our Leadership

Cohesive and Connected – Continuously Improve – Business and Local continuity – Lead by Example

# how to read the Delivery Program

The DP lays out information about how Council will operationally implement and achieve the action items identified to ensure the CSP's goals are achieved in the long term. Each DP action item includes crucial operational implementation information including:

- The corresponding CSP goal (e.g. CSP Goal 1)
- The CSP strategy (e.g C1.1, E1.1).
- The Delivery Program (e.g. DPP 1.1).
- Which function area(s) of Council are responsible for its implementation.
- What partners Council will work with to achieve the DP item.
- What measures will be used to review and monitor progress and success of each DP item.

**Function areas:**

- **GM** – General Manager's Office
- **CPDE** – Community, Planning, Development and Environment
- **CS** – Corporate Services
- **I** – Infrastructure
- **CG** – Corporate Governance

our community
caring for community, celebrating culture, recreation & sport
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our community

# C1: Caring for community

GOONIWIGEE SHIRE COUNCIL

## CSP Goal 1: We are a united, vibrant, capable and welcoming community

**CSP C1.1- Initiate and/or participate in community programs that improve access, connection, wellbeing, unity, vibrancy, learning and skills.**

| ACTION ITEM NO. | DELIVERY PROGRAM ACTIONS | FUNCTION AREA | PARTNERS | MEASURE |
|---|---|---|---|---|
| DPP 1.1 | Improve community and youth services through enhanced programs, procedures and processes. | CPDE | Youth Interagency service partners and youth. | Development and implementation of You Strategy. |
| DPP 1.2 | Enhance safer regulatory and compliance strategies and operations. | CPDE | Regional Development Australia, DPIE, LALC, NSW Public Housing, NSW Police | Number of policies and procedures created and implemented.<br>Demolition of derelict properties.<br>Upkeep of vacant blocks by owners through engagement then enforcement b Council. |

## CSP Goal 2: We are a healthy community

**CSP C1.2 - Improve support for physical, mental and spiritual health and wellbeing.**

| ACTION ITEM NO. | DELIVERY PROGRAM ACTIONS | FUNCTION AREA | PARTNERS | MEASURE |
|---|---|---|---|---|
| DPP 2.1 | Connect with key health service stakeholders and collaboratively advocate for enhanced local health services. | CPDE | All health stakeholders incl NSW Health, Ochre, CAHS, Medicare Local, Education providers (Peads), Care providers. | Reduction in identified health services gaps. |

GM – General Manager's Office; CPDE – Community, Planning, Development & Environment; CS – Corporate Services; I – Infrastructure; CG – Corporate Governance

our community

## C1: Caring for community

SHIRE COUNCIL

**CSP Goal 3: We are a safe, secure and supportive community**

**CSP C1.3 – Help build and maintain safe, supportive homes and spaces.**

| ACTION ITEM NO. | DELIVERY PROGRAM ACTIONS | FUNCTION AREA | PARTNERS | MEASURE |
|---|---|---|---|---|
| DPP 3.1 | Collaborate successfully to deliver programs, projects and initiatives which make our community safe and resilient. | CPDE | Interagency partners, NSW Police, developers, community groups (eg, Neighbourhood Watch) | No. of programs, projects and initiatives. |
| DPP 3.2 | Ensure we contribute to and plan for disaster preparedness, response and resilience. | CPDE, I, CS | NSW Gov including SES and NSW Police, developers | Implement and review actions from Flood Risk Management Plan. |
| DPP 3.3 | Authorise domestic animal control initiatives which are successful in reducing issues for our community. | CPDE | RSPCA, OLG, community, North West Vets. | Asset Management Plan completed Coonamble Pound.<br>Initiatives and regulatory programs completed. |
| DPP 3.4 | Enhance safer regulatory and compliance strategies and operations | CPDE | Regional Development Australia, DPIE | No. of policies and procedures. |

## C2: Celebrating culture

**CSP Goal 4: We showcase and celebrate our diversity**

**CSP C2.1 – Celebrate diverse cultural projects and programs within a united, vibrant and capable community.**
**CSP C2.2 – Celebrate, engage and connect through the delivery of an exciting and diverse community events scene.**

| ACTION ITEM NO. | DELIVERY PROGRAM ACTIONS | FUNCTION AREA | PARTNERS | MEASURE |
|---|---|---|---|---|
| DPP 4.1 | Facilitate creative and artistic initiatives that strengthen our connection to our identities, culture and our land. | CPDE | Outback Arts, Interagency partners, Youth, arts community groups. | Improve community satisfaction with public art, creative and artistic opportunities. |

our people

## C2: Celebrating culture

**CSP Goal 4: We showcase and celebrate our diversity**

**CSP C2.1 – Celebrate diverse cultural projects and programs within a united, vibrant and capable community.**
**CSP C2.2 – Celebrate, engage and connect through the delivery of an exciting and diverse community events scene.**

| ACTION ITEM NO. | DELIVERY PROGRAM ACTIONS | FUNCTION AREA | PARTNERS | MEASURE |
|---|---|---|---|---|
| DPP 4.2 | Deliver dynamic and diverse cultural services. | CPDE | North Western Library Service, Central West Zone Library, Interagency partners, LALC | Sustain or improve community satisfaction with library service. |

## C3: Recreation and sport

**CSP Goal 5: We are a welcoming community of 'good sports'**

**CSP C3.1 – Continuously improve sporting and recreational opportunities for our community and visitors.**
**CSP C3.2 – Maintain our parks, open spaces, gardens, and sporting and recreational facilities to a high standard.**

| ACTION ITEM NO. | DELIVERY PROGRAM ACTIONS | FUNCTION AREA | PARTNERS | MEASURE |
|---|---|---|---|---|
| DPP 5.1 | Build capacity through sporting, recreation and community initiatives to sustain and/or grow their offering to the community. | CPDE, I | Local sporting organisations, community. | Improve community satisfaction with sporting and recreational opportunities. |
| DPP 5.2 | Deliver Asset Management Plans for our sporting and recreational facilities. | CS | Local sporting organisations, community. | No. of Asset Management Plans completed against outstanding. |
| | | | | Asset maintenance and renewal resourced. |
| DPP 5.3 | Progress the Masterplan for MacDonald Park Precinct. | I | Local sporting organisations, community. | Completion of detailed design and funding sought and allocated. |
| DPP 5.4 | Further advance the Coonamble Sportsground facility to meet the needs and expectations of our local, regional and state sporting and recreation stakeholders. | I, CDPE | Coonamble Sportsground users, community. | No. of funding applications submitted. |

# our economy

cultivating our wealth, building our social capital

our economy

# E1: Cultivating our wealth

COONAMBLE SHIRE COUNCIL

**CSP Goal 6: We support a resilient local economy by increasing its diversity and boosting opportunities for entrepreneurship and business**

**CSP E1.1 – Grow our reputation as an LGA of choice to live, work and invest.**
**CSP E1.2 – Develop a visitor economy through the provision of related infrastructure, services and experiences.**
**CSP E1.3 – Increase entrepreneurial activity in agriculture, business and tourism.**
**CSP E1.4 – Attract investment and funding to improve our infrastructure, community, economy, events and environmental care.**

| ACTION ITEM NO. | DELIVERY PROGRAM ACTIONS | FUNCTION AREA | PARTNERS | MEASURE |
|---|---|---|---|---|
| **DPP 6.1** | Develop and deliver Coonamble LGA brand building initiatives as per the Economic Development Strategy 2021 and including the LGA's workforce challenges. | CPDE | Coonamble Chamber of Commerce, Gulargambone Community Cooperative, Quambone Resources Committee, business operators, Orana RDA, State Gov dept. | Progression of the Economic Development Strategy. |
| **DPP 6.2** | Progress strategic Economic Development and Growth priority projects: Coonamble CBD precinct including laneway and carparking, and beautification projects at Quambone and Gulargambone. | CPDE | Coonamble Chamber of Commerce, Gulargambone Community Cooperative, Quambone Resources Committee, business operators. | Progression of priority projec and funding secured. |
| **DPP 6.3** | Progress the Artesian Bore Bath facility. | CDPE | Country and Outback Tourism Authority. | Project completion. |

GM – General Manager's Office; CPDE – Community, Planning, Development and Environment; CS – Corporate Services; I – Infrastructure; CG – Corporate Governance

our economy

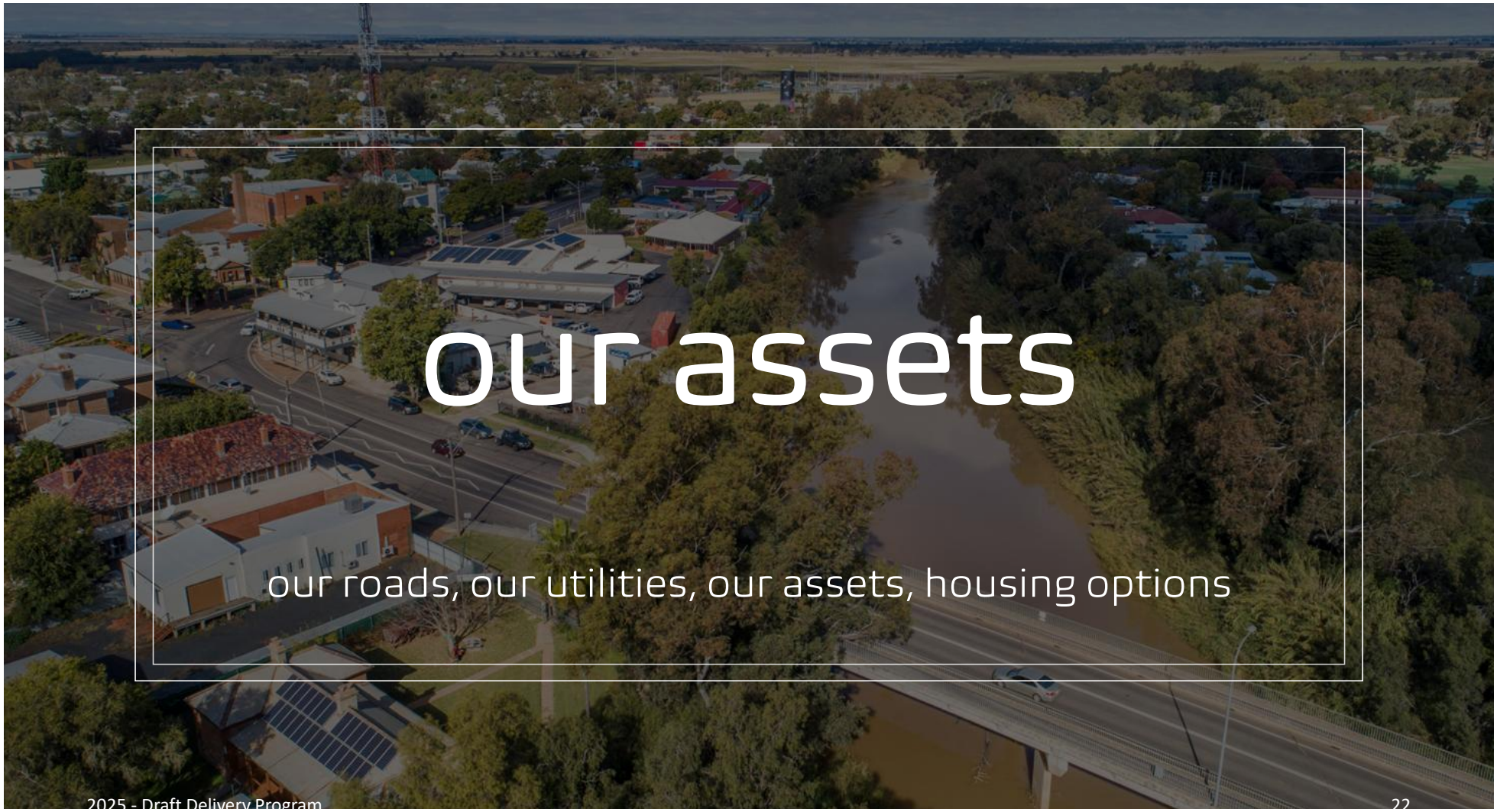
# E2: Building our social capital

COONAMBLE SHIRE COUNCIL

**CSP Goal 7: We enhance our ability to contribute to and care for our community**

**CSP E2.1 – Increase knowledge, qualities and skills to support prosperity for ourselves, our children and youth, families, neighbours and community.**
**CSP E2.2 – Enhance our leadership, consultation and other skills to create a united, vibrant and service-oriented community.**

| ACTION ITEM NO. | DELIVERY PROGRAM ACTIONS | FUNCTION AREA | PARTNERS | MEASURE |
|---|---|---|---|---|
| **DPP 7.1** | Develop and implement community-building programs (eg small business seminars, doing business with Council workshops, youth activities). | CDPE | Regional Development, Biz HQ, education and training providers, community groups, community members. | Number of programs availabl in the local community. |
| **DPP 7.2** | Collaborate with local businesses, non-profits and educational institutions to promote opportunities for skill-development and employment. | CDPE | Education and training providers, Chamber of Commerce, community groups, community members. | Increase in local employment opportunities. |
| **DPP 7.3** | Support and engage with our community and education providers to ensure our community's education needs from early childhood to tertiary, are understood and met. | CDPE | Education providers, community, AECG. | Number of polices/strategies introduced to address adequa and quality education choices |


our assets
our roads, our utilities, our assets, housing options
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our assets

# A1: Our roads

**CSP Goal 8: Our road network enables our community, industries and economy to thrive in broader contexts**

**CSP A1.1 – Ensure our roads and related infrastructure maintain high connectivity standards.**

| ACTION ITEM NO. | DELIVERY PROGRAM ACTIONS | FUNCTION AREA | PARTNERS | MEASURE |
|---|---|---|---|---|
| **DPP 8.1** | Review and implement Council's ten-year roads Capital Works Program. | I | TfNSW | Ten-year Capital Works Program updated annually and adopted by 30 June.<br>Works program completed within +/- 5% |
| **DPP 8.2** | Continue to maintain roadside slashing when grass impedes visibility. | I | TfNSW, community. | Undertake slashing program annually.<br>Apply for hazard reduction fundin through RFS prior to 31 March annually. |
| **DPP 8.3** | Liaise with State and Federal Members and the Roads Minister on rural road funding issues. | I | Federal and State Governments | Meet every six months with State and Federal Members, and annually with NSW Minister for Roads. |
| **DPP 8.4** | Complete the Tooraweenah Road upgrade project. | I | Project delivery stakeholders, community, State and Federal Governments | Monthly reporting and meetings undertaken with State and Feder Governments.<br>Meet agreed milestones on time. |
| **DPP 8.5** | Advocate to ensure that transport issues of the community are adequately addressed. | I | Community, Local Traffic Committee | Local Traffic Committee meetings held quarterly wherein issues are raised. |

our asset

# A2: Our utilities

GOONAMBLE SHIRE COUNCIL

**CSP Goal 9: Our approach to sanitation serves our current and longer term needs**

**CSP A2.1 – Deliver a reliable supply of potable water to homes and public spaces.**
**CSP A2.2 – Maintain high standards of sanitation in our homes and public spaces.**
**CSP A2.3 – Ensure that drainage is sufficient to protect infrastructure and health.**

| ACTION ITEM NO. | DELIVERY PROGRAM ACTIONS | FUNCTION AREA | PARTNERS | MEASURE |
|---|---|---|---|---|
| **DPP 9.1** | Carry out Water Strategic Planning. | I | DCCEEW | Complete and obtain Department of Climate Change, Energy, the Environment and Water (DCCEEW) concurrence with Integrated Water Cycle Management Strategy (IWCMS). |
| | | | | Complete 30-year Total Asset Management Pla and 30-year Long Term Financial Plan. |
| | | | | Complete 5-year Drought Contingency and Emergency Response Plan. |
| **DPP 9.2** | Ensure all development approvals consider existing utilities infrastructure in their determination. | CDPE | Community, developers | 100% of approvals have had adequacy of existi utilities determined. |
| **DPP 9.3** | Utilities performance audited annually through Triple Bottom Line (TBL) reporting. | I | DCCEEW | Report submitted annually. |
| **DPP 9.4** | Implement water efficiency programs. | I | Community | Publicise two (2) programs/activities per year. |

GM – General Manager's Office; CPDE – Community, Planning, Development and Environment; CS – Corporate Services; I – Infrastructure; CG – Corporate Governance

our assets

# A2: Our utilities

COONAMBLE SHIRE COUNCIL

**CSP Goal 9: Our approach to sanitation serves our current and longer term needs**

**CSP A2.1 – Deliver a reliable supply of potable water to homes and public spaces.**
**CSP A2.2 – Maintain high standards of sanitation in our homes and public spaces.**
**CSP A2.3 – Ensure that drainage is sufficient to protect infrastructure and health.**

| ACTION ITEM NO. | DELIVERY PROGRAM ACTIONS | FUNCTION AREA | PARTNERS | MEASURE |
|---|---|---|---|---|
| **DPP 9.5** | Carry out Sewerage Strategic Planning | I, CS | DCCEEW | Trade Waste Policy implemented, monitored an reviewed. |
| | | | | Obtain and expend funding in provision of conc and detailed designs for Coonamble Sewer Treatment Plant. |
| | | | | Complete 30-year Total Asset Management Pla and 30-year Long Term Financial Plan. |
| **DPP 9.6** | Carry out Drainage Strategic Planning | I | DCCEEW | Complete 30-year Total Asset Management Pla and 30-year Long Term Financial Plan. |

GM – General Manager's Office; CPDE – Community, Planning, Development and Environment; CS – Corporate Services; I – Infrastructure; CG – Corporate Governance

our assets

## A3. Our assets

**CSP Goal 10: We maintain and improve our natural and built assets to help our families, community, economy and environment thrive.**

**CSP A3.1 – Systematically enhance and maintain our homes, businesses, community, infrastructure, parks, gardens, farms and other natural and built assets for functionality and aesthetics.**

| ACTION ITEM NO. | DELIVERY PROGRAM ACTIONS | FUNCTION AREA | PARTNERS | MEASURE |
|---|---|---|---|---|
| **DPP 10.1** | Successfully represent the interests of our community with regards to rail freight. | CPDE | ARTC, Inland Rail, community, NSW Farmers | Ongoing successful engagement with all stakeholders. |
| **DPP 10.2** | Create and adopt strategies and operations which improve the quality and efficiency of the Coonamble Livestock Regional Market. | CPDE | Saleyards users and agents | Implement and resource Coonamble Livestock Regional Market Asset Management Plan. |
| | | | | MOU and operating protocols deliver operational effectiveness and governance. |
| **DPP 10.3** | Ensure priority measures implemented from the PAMP. | I, CS | Community | Annual inspections of footpaths and cycleways prior to finalising works program. |
| **DPP 10.4** | Maintain compliance with *Work Health Safety (Mines and Petroleum Sites) Regulation 2022.* | I | NSW Resources Regulator | Participate in annual inspections as requested by the NSW Resources Regulator. |
| | | | | Review Safety Management System annually. |
| | | | | Review Principal Mining Hazard Management Plans (PMHMP) annually. |

GM – General Manager's Office; CPDE – Community, Planning, Development and Environment; CS – Corporate Services; I – Infrastructure; CG – Corporate Governance

# A3. Our assets

our assets

COONAMBLE SHIRE COUNCIL

**CSP Goal 10: We maintain and improve our natural and built assets to help our families, community, economy an environment thrive.**

**CSP A3.1 – Systematically enhance and maintain our homes, businesses, community infrastructure, parks, gardens, farms and other natural and built assets for functionality and aesthetics.**

| ACTION ITEM NO. | DELIVERY PROGRAM ACTIONS | FUNCTION AREA | PARTNERS | MEASURE |
|---|---|---|---|---|
| **DPP 10.5** | Maintain compliance with *Protection of the Environment Operations Act 1997.* | I | EPA | Submission of Annual Licence Return. |
| | | | | Test Pollution Incident Response Management Plan annua |
| **DPP 10.6** | Deliver plant and fleet management efficiencies. | I | | Installation of GPS in all plant and fleet. |
| | | | | Installation of digital radio in all plant and fleet. |
| | | | | Review of plant hire rates undertaken annually. |
| **DPP 10.7** | Deliver a Long Term Financial Plan (LTFP) that achieves balance between the Council's financial capabilities and the community's aspirations, and which is a quality decision making and problem solving tool. | CS | OLG | Projections within the LTFP reflect the financial projections contained in the Asset Management Plans. |

GM – General Manager's Office; CPDE – Community, Planning, Development and Environment; CS – Corporate Services; I – Infrastructure; CG – Corporate Governance

our assets

# A4: Housing options

COONAMBLE SHIRE COUNCIL

**CSP Goal 11: We have access to safe, affordable and diverse housing options.**

**CSP A4.1 – Land is suitably zoned, sized and located to allow for a variety of housing types.**
**CSP A4.2 – Development opportunities are communicated to the community.**

| ACTION ITEM NO. | DELIVERY PROGRAM ACTIONS | FUNCTION AREA | PARTNERS | MEASURE |
|---|---|---|---|---|
| **DPP 11.1** | Develop a housing strategy to address affordability and availability of residential land and housing. | CPDE | DPIE, developers, community | Development of successful strategies and frameworks including Conditions of Consent framework. |
| **DPP 11.2** | Amend and improve our planning instruments and development control plans. | CPDE | DPIE, developers, community | Endorsed Coonamble LEP Amendment and adopted DCP |
| **DPP 11.3** | Develop a procedure that includes a communications strategy to ensure that all development opportunities are advertised in the Coonamble LGA. | CPDE | Media channels, developers | 100% of development opportunities are advertised in the Coonamble LGA. |

GM – General Manager's Office; CPDE – Community, Planning, Development and Environment; CS – Corporate Services; I – Infrastructure; CG – Corporate Governance

our country
sustainable care for country
2025 - Draft Delivery Program
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our country

# OC1: Sustainable care for country

COONAMBLE SHIRE COUNCIL

**CSP Goal 12: We show informed, fair and inclusive care for our country and community.**

**CSP OC1.1 – We balance land use interests and minimise risks by following planning framework and regulations.**

| ACTION ITEM NO. | DELIVERY PROGRAM ACTIONS | FUNCTION AREA | PARTNERS | MEASURE |
|---|---|---|---|---|
| DPP 12.1 | Achieve flood risk management strategies and projects. | CPDE | DPIE, developers, community | Delivery of DCP. |
| | | I | Community | Stage 4A Coonamble Levee construction complete. |
| | | I | Community | Stage 5 Coonamble Levee complete. |
| DPP 12.2 | Implement Planning and Development Approvals Process which enhances operational efficiencies. | CPDE | DPIE, developers, community | Delivery of Development Control Plans. |

**CSP Goal 13: We actively and sustainably 'care for country'.**

**CSP OC1.2 – Learn about, apply practices and comply with legislation that sustains our environment for ourselves and future generations.**

| ACTION ITEM NO. | DELIVERY PROGRAM ACTIONS | FUNCTION AREA | PARTNERS | MEASURE |
|---|---|---|---|---|
| DPP 13.1 | Support stakeholders such as the Castlereagh Macquarie County Council, Local Land Services and Landcare whose plans and operations deliver greater environmental outcomes in our community. | CPDE | Castlereagh Macquarie County Council, Local Land Services and Landcare, community. | Sustained relationship with partners. |
| DPP 13.2 | As community expectations evolve, simultaneously evolve our involvement with initiatives which deliver greater environmental outcomes in our community. | CPDE | Community. | Response level to emerging community expectation in relation to the environment. |

GM – General Manager's Office; CPDE – Community, Planning, Development and Environment; CS – Corporate Services; I – Infrastructure; CG – Corporate Governance

our environment

GOONAMBLE SHIRE COUNCIL

**CSP Goal 14: We operate a circular economy**

**CSP OC1.3 – Implement programs and plans that balance our waste disposal expectations with the resources and capacity available to us.**
**CSP OC1.4 – Reduce landfill waste by actively recycling and using reusable products and materials.**

| ACTION ITEM NO. | DELIVERY PROGRAM ACTIONS | FUNCTION AREA | PARTNERS | MEASURE |
|---|---|---|---|---|
| **DPP 14.1** | Create and adopt new and evolved waste management strategies and operations which reduce the gap between our community's sustainable waste expectations and satisfaction levels. | CPDE | NSW State Dept, community. | Delivery of Waste Management Strategy. |
| **DPP 14.2** | Develop and adopt recycling practices including recycling collection and the identification and sale of reusable materials. | CPDE | NSW State Dept, community | Reduction in volume of materials goin to landfill. |

GM – General Manager's Office; CPDE – Community, Planning, Development and Environment; CS – Corporate Services; I – Infrastructure; CG – Corporate Governance

our leadership
stepping up to help, our integrity, our ongoing improvement
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our leadership

# L1: Stepping up to help

**CSP Goal 15: We actively serve our community to the best of our ability**

**CSP L1.1 – Find opportunities to use our skills, and work with others to build a united, vibrant and service-oriented community.**

| ACTION ITEM NO. | DELIVERY PROGRAM ACTIONS | FUNCTION AREA | PARTNERS | MEASURE |
|---|---|---|---|---|
| **DPP 15.1** | Support and contribute to initiatives that foster and recognise leadership within our community. | GM, CG | Community, community groups. | Number of initiatives supported. |

**CSP Goal 16: We make and implement informed decisions with trustworthiness, integrity and probity.**

**CSP L2.1 – Use expert, cultural, scientific and local knowledge to inform our decision-making and consultation.**
**CSP L2.2 – Proactively communicate our decisions, and the processes to reach them, to relevant stakeholders.**

| ACTION ITEM NO. | DELIVERY PROGRAM ACTIONS | FUNCTION AREA | PARTNERS | MEASURE |
|---|---|---|---|---|
| **DPP 16.1** | Employ quality engagement and communication tools and strategies, including Council's Community Engagement Strategy, which achieve increased community participation in decision-making. | CPDE, CG | Community | Implementation of evolved communit engagement tools and methods. |
| **DPP 16.2** | Maintain compliance with best practice governance standards. | CG | Councillors, Council officers. | Governance practices comply with industry best practice (eg Eight Elements of Good Governance) |
| **DPP 16.3** | Deliver communication and marketing strategies which achieve brand building and maximises engagement with our community. | CPDE | Community | Number of publications in circulation each month in the LGA. |

GM – General Manager's Office; CPDE – Community, Planning, Development and Environment; CS – Corporate Services; I – Infrastructure;
CG – Corporate Governance

our leadership

GOONAMBLE SHIRE COUNCIL

# L2: Our ongoing improvement

**CSP Goal 17: We adopt processes of ongoing improvement and learning in our endeavours**

**CSP L2.1 – Regularly identify and remove operational bottlenecks.**
**CSP L2.2 – Implement a continuous learning process: plan, act, reflect, learn, and re-plan.**

| ACTION ITEM NO. | DELIVERY PROGRAM ACTIONS | FUNCTION AREA | PARTNERS | MEASURE |
|---|---|---|---|---|
| **DPP 17.1** | Achieve organisational decision making which is strategic and not ad hoc. | CG | Councillors, Council officers | 100% compliance with Integrated Planning and Reporting requirements |
| **DPP 17.2** | Achieve redundancy within our organisational structure and provide effective pathways for our people by successfully becoming a learning organisation. | CG | People & Culture business unit, Council officers | Resourced annual training plan. |
| | | | | Workforce plan completed. |
| **DPP 17.3** | Develop and adopt strategies including Customer Service Charter that positively influence the way we think and do business. | CS | Community | Develop customer focused procedure including Customer Service Charter, Complaint Handling framework, Customer Response System. |
| | | | | Deliver long-term records manageme solution. |
| **DPP 17.4** | Complete and adopt the Audit, Risk and Improvement Committee's (ARIC's) Strategic Four Year Plan. | CG | ARIC, OLG | ARIC Strategic Plan complete. |
| **DPP 17.5** | Complete a Service Delivery Review program for the organisation. | CG | OLG | Four-year Service Delivery Review Program endorsed. |
| | | | | Service reviews completed as per program. |

# challenges for our future

COONAMBLE SHIRE COUNCIL

## OUR COMMUNITY

**Caring for community, Celebrating culture, Recreation and sport**

- How do you connect our community when there is disconnect and divisiveness.
- How do people balance work, family and other commitments with gaps in our services?
- How do we keep up with the demands on our community as a result of the "baby boom".
- How do we ensure our connection to local culture?
- What are we doing about our high crime statistics and how do we address the causes?
- What are we doing about animal control?
- How do we manage and communicate our local disaster preparedness?
- How do we manage the gaps in our medical and health services?
- How do we continue to development of our recreation and sporting spaces?

## OUR ECONOMY

**Cultivating our wealth, Building our social capital**

- How do you manage the lack of support to local businesses, including workforce challenges, drought and lack of housing?
- How do we address a skilled labour shortage and workforce challenges?
- How do we create a larger, diverse, sustainable local economy?
- How do we ensure our early childhood services keep pace with demand?
- How do revitalise our main street?
- How do we address the housing supply issue in our LGA?
- How can Council improve its communication to local business and industry?

## OUR COUNTRY

**Sustainable care for country**

- How can we be sustainable when we don't recycle?
- How can we reduce the impacts of human activity on the environment to protect it for future generations?
- What can we do to be leaders in the Central West for environmental sustainability?

## OUR ASSETES

**Our roads, Our utilities, Our assets, Housing options**

- How do we manage one of the largest unsealed road networks in NSW?
- What can be done with dealing with customer dissatisfaction on our unsealed roads?
- What can be done to manage the quarry better?
- How do we address the telecommunication disconnect in our shire?
- How does Council operate and manage its assets with its limited budget and competing priorities?
- What can be done to manage our ageing water and sewer assets, including private infrastructure?
- How can we deal with the perceptions of water quality?

## OUR LEADERSHIP

**Stepping up to help, Our integrity, Our ongoing improvement**

- How can Council improve its customer service delivery to our community?
- How can Council improve the perception that it does listen to our community?

# what will we do?

COONAMBLE SHIRE COUNCIL

## 1. A PLAN FOR ALL

The Draft Community Strategic Plan brings together the aspirations and priorities of the community. The draft CSP has been organised to describe the balance and connections between what the community has stated and asked for and what needs to be done.

Information in this section is grouped into the five themes:

**C –** Our Community

**E** – Our Economy

**OC** – Our Country

**A** – Our Assets

**L** – Our Leadership

The diagram displayed on the following page includes a summary of all the objectives for each theme. No one theme is more important than the other. We must balance across all themes which will bring the greatest benefit.

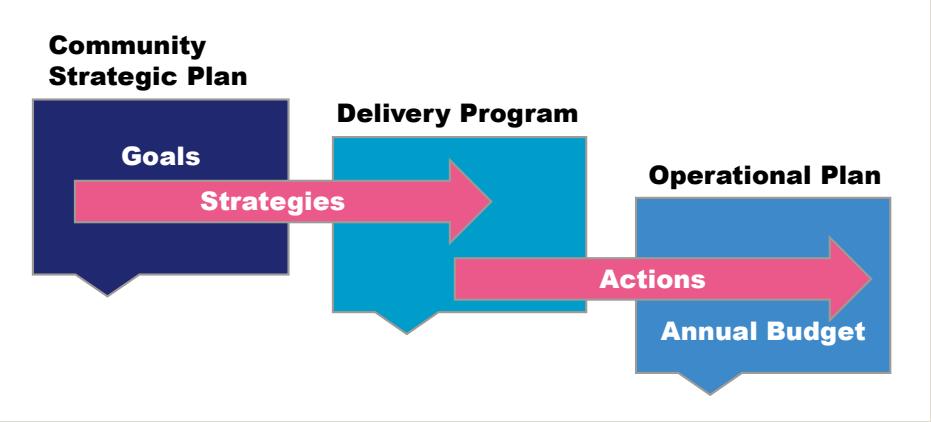
Measures have been applied because it is important to measure our success. Each goal and strategy includes measures to check our progress and provide positive benefits and feedback to the community. Measures will be reported on in the State of the Shire Report.

Our Draft CSP displays the five themes which are supported with 9 function areas. It provides ideas of how each of us as an individual, a community organisation, business or industry group and state agency can contribute to the final CSP.

The draft CSP reinforces the role we all must play in creating and fostering the community we want.

## 2. DELIVERY PROGRAM AND OPERATIONAL PLANS

The draft CSP strategies cascade down into the Council's Delivery Program. Unlike the CSP which is the community's document that all government agencies and organisations should implement, the **Delivery Program** is specific to Council and what we can deliver. The Delivery Program outlines timeframes, priorities, funding allocations and who is responsible for implementing Council's actions that contribute towards the Community Strategic Plan. More specific detail is provided in Council's Annual Operational Plan for each financial year.



COONAMBLE SHIRE COUNCIL

**have your say**

Draft Delivery Program

(02) 6827 1900

council@coonambleshire.nsw.gov.au

https://www.surveymonkey.com/r/haveyoursaycoonamblelga

**mail to:**

Coonamble Shire Council

PO Box 80

Coonamble NSW 2829

**public exhibition to 13 June 2025**

COONAMBLE
SHIRE COUNCIL

# COONAMBLE SHIRE COUNCIL

# OPERATIONAL PLAN 2025/2026

COONAMBLE
SHIRE COUNCIL

# Operational Plan 2025-26

Version: Draft

Contact: (02) 6827 1900

council@coonambleshire.nsw.gov.au

# ACKNOWLEDGEMENT OF COUNTRY

Coonamble Shire Council acknowledges the Kamilaroi and Wailwan people as the traditional custodians of the land on which it meets and operates, respecting Elders past, present and emerging. We seek at all times to show respect to all people and cultures whose privilege they have to serve within and beyond the Local Government Area.

vision
by 2035 we are....
We are a united, vibrant and capable community, focused on
caring for each other and our country, now and into the future

GOONAMBLE SHIRE COUNCIL

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2023/2024 Operational Plan

COONAMBLE SHIRE COUNCIL

# Section One:

# Introduction

COONAMBLE SHIRE COUNCIL

# introduction

## INTEGRATED PLANNING AND REPORTING FRAMEWORK

The Integrated Planning and Reporting Framework is based on a perpetual planning cycle which encourages an inclusive and transparent approach to the development of a sustainable local government area and responsible civic leadership.

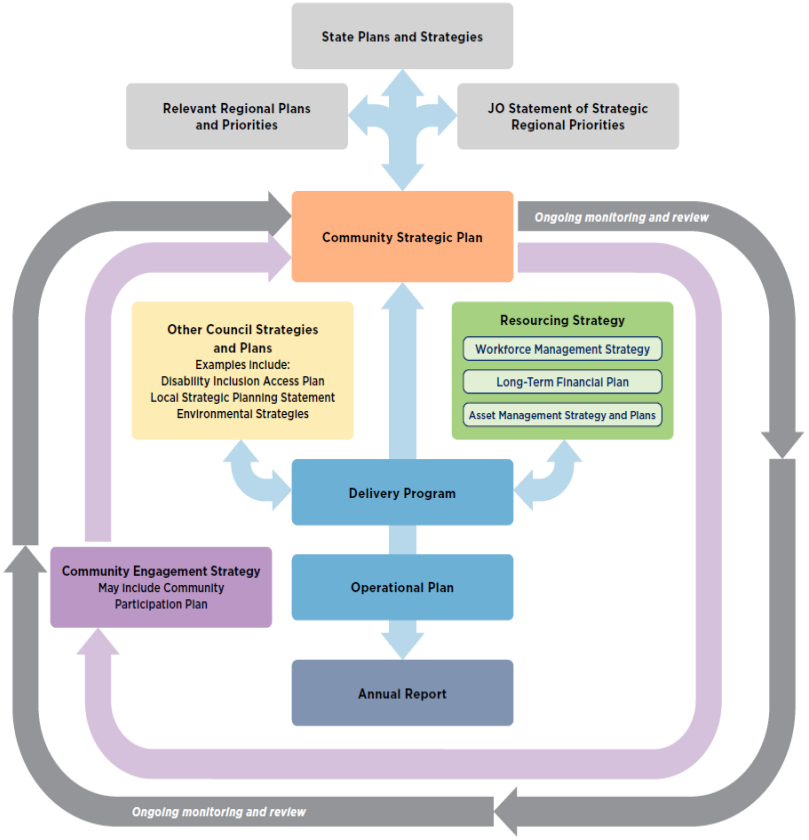
The **Community Strategic Plan (CSP**) is a community document, for the community. It identifies our values, strengths, challenges and opportunities for the future development and growth of the Coonamble Local Government Area.

The **Delivery Program (DP)** identifies the principle strategies to be undertaken to implement the outcomes identified in the Community Strategic Plan during the Council's 4-year term of office.

The **Operational Plan (OP)** is a one year plan renewed each financial year and provides detailed actions and targets to measure the implementation of the Delivery Program.

Following a 28 day public exhibition period and before the end of the financial year, Council formally adopts the new OP after taking into consideration any submissions made. The CSP remains unchanged, and Council have elected to leave the DP unchanged also.

The draft OP was placed on public exhibition between 12 May and 9 June 2023 and was adopted by Council at an Extraordinary Council meeting in June 2023, following the consideration of any submissions by Council .



COONAMBLE SHIRE COUNCIL

# introduction

## THE COONAMBLE SHIRE OPERATIONAL PLAN 2023/2024

The Operational Plan (OP) is council's action plan for achieving the community priorities outlined in the Community Strategic Plan (CSP) and Delivery Program (DP).

An OP is prepared each year and adopted by Council. Each OP identifies the projects, programs and activities that council will conduct to achieve the commitments of the DP.

## WHAT IS REQUIRED?

An OP is developed and adopted by 30 June each year for the following financial year. It must be placed on public exhibition for 28 days before it can be adopted. As a sub-plan of the DP, the OP must also:

• allocate responsibilities for each project, program or activity to be undertaken by council that year

• specify each service review to be undertaken that year • include a detailed annual budget

• include a Statement of Revenue Policy

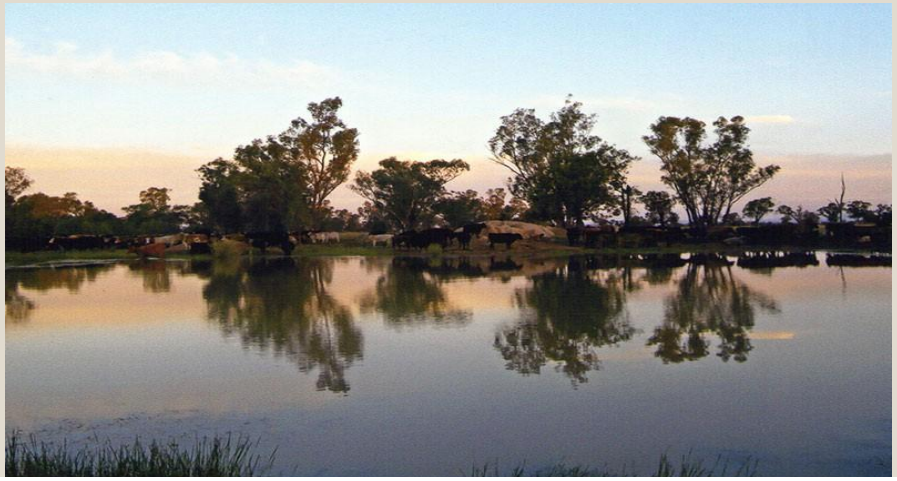
• identify suitable targets and measures to determine the effectiveness and efficiency of the projects, programs, services and activities outlined in the OP.

## PROGRESS MEASURING

This OP identifies suitable measures to determine the effectiveness of the projects, programs and actions undertaken.

The achievement of OP measures will be assessed over the 4 years of the DP. The sum of all the actions undertaken should move the council towards achieving the objectives identified in the CSP.

The progress of the OP is monitored by the quarterly budget review statements and the Annual Report which reports progress against the action items' measurers.



# introduction

- **Key points of the Operational Plan 2025/2026**
- This OP 2025/2026 is the starting point in the delivery of OP projects, programs and actions to be undertaken by Council under the 2025/2029 Delivery Program. This is the first OP in the delivery of the new suite of IP&R documents, namely the CSP 2025-2035 and DP 2025-2029, both developed in 2025 with implementation commencing 1 July, 2025. Key OP projects, programs and actions for Council to deliver in 2025/2026 include;
- Ongoing development and delivery of priority **Masterplan** projects including progression of the Coonamble Artestian Bore Bath facility, Coonamble CBD revitalisation, and expansion of tree planting, wayfinding and footpath network.
- Upgrades and development of Coonamble LGA sporting facilities including **Gulargambone and Coonamble Sportsground.**
- Repair and upgrades to the extensive **sealed and unsealed road network**.
- Progression of the **Tooraweenah Road** major upgrade towards completion.
- Ensure Council services and assets meet current and future community need by continuing to progress Council's various infrastructure **Asset Management Plans**.

# Introduction

## how to read the Operational Plan

The OP lays out information about how Council will operationally implement and achieve the action items identified to ensure the CSP's goals and the DP's actions are achieved in the long term. Each OP action item includes crucial operational implementation information including:

- The corresponding CSP goal (e.g. CSP Goal 1)
- The corresponding CSP strategy (e.g C1.1).
- The corresponding Delivery Program actions (e.g C1.1.1).
- Which function area(s) of Council are responsible for its implementation.
- What measures will be used to review and monitor progress and success of each OP action item.

Refer to Section 3 to review and understand Council's 2025-26 OP actions.

Section 4 outlines relevant financial information including revenue sources and budget.

COONAMBLE SHIRE COUNCIL

# Section Two:

# Context

COONAMBLE SHIRE COUNCIL

# context

## RELEVANCE TO OUR COMMUNITY STRATEGIC PLAN

Working from the bottom up, our CSP development team undertook an extensive amount of time reviewing the current CSP, Council's previous delivery program and operational plan reviews. We believe that there are better ways to do business, provide our services, to govern, to communicate and to continuously improve in our processes.

Whilst the new elected Council could have adopted to rollover the previous CSP for another term, some amendments were made to keep the CSP up to date and community focused.

To accompany the work of the CSP, extensive community engagement and consultation occurred and was documented in a **Community Engagement Report** that will be presented at the June 2025 Council meeting. Additionally, the 2024 Community Satisfaction Survey, current statistics, a new CSP focused survey, online forums and meeting attendance were used to engage with and understand the needs and aspirations of the community.

The CSP was the result of the extensive engagement that occurred between November 2024 through to May 2025. The information provided by those valued people who participated has also influenced the development of the DP 2025-2029 and OP 2025/2026.

Found on the following pages is the CSP presented on a page including overarching goals and corresponding strategies across the five theme areas; Our Community; Our Economy; Our Homes and Assets; Our Country; Our Leadership.

# strategic direction

Through the CSP's community engagement process a number of important priorities were produced. These are categorised into the five themes for our local government area which also flow into the DP and OP.

## Our Community

Connection to Country – Connection to Place – Family Friendly – Opportunities to Connect – Arts and Cultural Hub

## Our Economy

Prosperity in Our Economy – Enabled by Technology and Communications – Active Hubs – Tourism – Small and Local Businesses

## Our Assets

Our Roads Make it Happen – Infrastructure is an Enabler – We Operate and Maintain – We Plan for Our Future

## Our Country

Sustainability – Future Generations – Housing Options – Protecting and Enhancing our Natural Environment

## Our Leadership

Cohesive and Connected – Continuously Improve – Business and Local continuity – Lead by Example

# MOVING FORWARD TOGETHER – OUR GOALS

## OUR COMMUNITY STRATEGIC PLAN 2025-2035

**OUR VISION:**
**We are a united, vibrant and capable community, focused on caring for each other and our country, now and into the future**

## OUR COMMUNITY

### CARING FOR COMMUNITY

*By 2035…*

**GOAL 1: We are a united, vibrant, capable and welcoming community.**

**GOAL 2: We are a healthy community.**

**GOAL 3: We are a safe, secure and supportive community.**

### CELEBRATING CULTURE

*By 2035…*

**GOAL 4: We showcase and celebrate our diversity.**

### RECREATION AND SPORT

*By 2035…*

**GOAL 5: We are a welcoming community of 'good sports'.**

## OUR ECONOMY

### CULTIVATING OUR WEALTH

*By 2035…*

**GOAL 6: We support a resilient local economy by increasing its diversity and boosting opportunities for entrepreneurship and business.**

### BUILDING OUR SOCIAL CAPITAL

*By 2035…*

**GOAL 7: We enhance our ability to contribute to and care for our community.**

## OUR HOMES & ASSETS

### OUR ROADS

*By 2035…*

**GOAL 8: Our road network enables our community, industries and economy to thrive in broader contexts.**

### OUR UTILITIES

*By 2035…*

**GOAL 9: Our approach to sanitation serves our current and longer-term needs.**

### OUR ASSETS

*By 2035…*

**GOAL 10: We maintain and improve our natural and built assets to help our families, community, economy and environment to thrive.**

### HOUSING OPTIONS

*By 2035…*

**GOAL 11: We have access to safe, affordable and diverse housing options.**

## OUR COUNTRY

### SUSTAINABLE CARE FOR COUNTRY

*By 2035…*

**GOAL 12: We show informed, fair and inclusive care for our country and community.**

**GOAL 13: We actively and sustainably 'care for country'.**

**GOAL 14: We operate a circular economy.**

## OUR LEADERSHIP

### STEPPING UP TO HELP

*By 2035…*

**GOAL 15: We actively serve our communit to the best of our ability.**

### OUR INTEGRITY

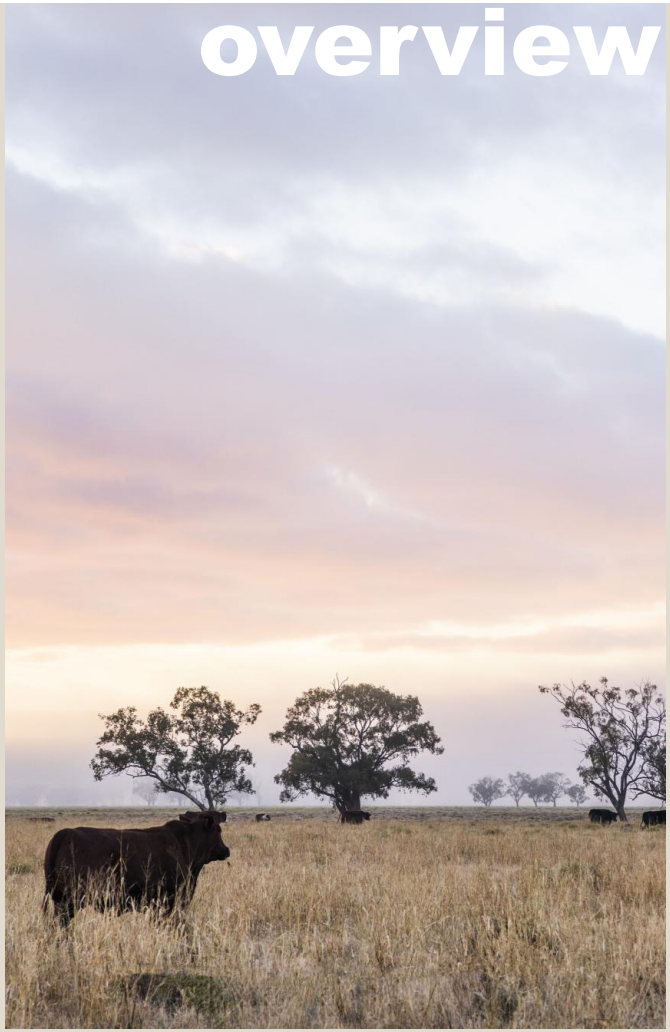
*By 2035…*

**GOAL 16: We make and implement informed decisions with trustworthiness, integrity and probity.**

### OUR ONGOING IMPROVEMENT

*By 2035…*

**GOAL 17: We adopt processes of ongoing improvement and learning in our endeavours.**



# overview of our shire

COONAMBLE SHIRE COUNCIL

Coonamble LGA has an area of 9,955 square kilometres and is located on the traditional lands of the Wailwan and Gamilaraay people. Coonamble Shire is part of the Orana Region of Central Northern NSW and is bounded by the Shires of Walgett to the north, Warrumbungle in the east, Gilgandra to the south and Warren in the west. Coonamble LGA encompasses the townships of Coonamble and Gulargambone, and the smaller villages of Quambone and Combara.

Coonamble LGA has strong connection to its Aboriginal heritage and culture, with 33.9 percent (Census, 2021) of the community identifying as Aboriginal.

Agriculture is the dominant industry in the LGA with 26 percent (Census, 2021) of the local labour force employed in the agricultural sector. The community and families who make their livelihoods from the agriculture industry also contribute to the identity and feel of this vibrant and diverse community. Dryland broadacre crops, sheep and cattle are the dominant agriculture commodities produced in the LGA.

Coonamble is situated on the Castlereagh River which runs through the town, dividing east from west. Quambone is the gateway to the Macquarie Marshes, a rich ecological wetland and growing tourism hotspot. The Coonamble LGA has a diverse array of signature events including the annual Coonamble Rodeo and Campdraft, the largest event of its kind in the southern hemisphere, the annual Pave The Way To Gular, a vibrant cultural and artistic event, the Coonamble Show, the Gulargambone Show and the bi-annual Coonamble Ag Field Day.

# overview of our shire

COONAMBLE SHIRE COUNCIL

## Coonamble

Coonamble is the central hub of our region, set along the picturesque Castlereagh River among some of Australia's finest agricultural land.

The central hub includes lively cafes, fantastic eateries, boutique shopping and other commercial industries.

## Gulargambone

Gulargambone is a jewel in the Coonamble region's crown, 47km south of Coonamble along the banks of the Castlereagh River. Meaning "watering hole for many Galahs" in the local Wailwan language.

## Quambone

Quambone is the smallest and quaintest of our region's villages, with a very proud population of 166 people. Located 57km from Coonamble. Quambone is the gateway to the Macquarie Marshes.

COONAMBLE
SHIRE COUNCIL

COONAMBLE SHIRE COUNCIL

# Section Three:

# Actions items

our community
caring for community, celebrating culture, recreation & sport
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our community

# C1: Caring for community

GOONAMBELL SHIRE COUNCIL

**CSP Goal 1: We are a united, vibrant, capable and welcoming community**

**CSP C1.1- Initiate and/or participate in community programs that improve access, connection, wellbeing, unity, vibrancy, learning and skills.**

| ACTION ITEM NO. | DELIVERY PROGRAM ACTIONS | FUNCTION AREA | PARTNERS | MEASURE | OP Action Item No. | 2025-26 Action | Function Area | Measure |
|---|---|---|---|---|---|---|---|---|
| C1.1.1 | Improve community and youth services through enhanced programs, procedures and processes. | CPDE | Youth Interagency service partners and youth. | Development and implementation of Youth Strategy. | C1.1.1.1 | Promote and support the development of a whole of community Youth Interagency Framework which builds on collaboration. | CPDE | Youth Interagency Framework developed. |
| | | | | | C1.1.1.2 | Build on well attended and vibrant youth programs and initiatives including school holiday programs and Youth Council. | CPDE | Number increases in line with tl services provided. |
| | | | | | C1.1.1.3 | Prepare relevant procedures and policies which results in safe, well attended and enhanced community programs. | CPDE | Procedures and policies create and adopted. |
| C1.1.2 | Enhance safer regulatory and compliance strategies and operations. | CPDE | Regional Development Australia, DPIE, LALC, NSW Public Housing, NSW Police | Number of policies and procedures created and implemented. | C1.1.2.1 | Review Council's regulatory and compliance services including policies, procedures and community engagement tools. | CDPE | Review completed. |
| | | | | Demolition of derelict properties.<br>Upkeep of vacant blocks by owners through engagement then enforcement by Council. | C1.1.2.2 | Develop an action plan to address the housing issues within our communities. | CPDE | Action Plan developed for housing strategy. |

2025 – 2026 Operational Plan

GM – General Manager's Office; CPDE – Community, Planning, Development and Environment; CS – Corporate Services; I – Infrastructure;

our community

# P1: Caring for community

GOONIWARRA SHIRE COUNCIL

## CSP Goal 2: We are a healthy community

### CSP C1.2 - Improve support for physical, mental and spiritual health and wellbeing.

| ACTION ITEM NO. | DELIVERY PROGRAM ACTIONS | FUNCTION AREA | PARTNERS | MEASURE | OP Action Item No. | 2025-26 Action | Function Area | Measure |
|---|---|---|---|---|---|---|---|---|
| C1.2.1 | Connect with key health service stakeholders and collaboratively advocate for enhanced local health services. | CPDE | All health stakeholders incl NSW Health, Ochre, CAHS, Medicare Local, Education providers (Peads), Care providers. | Reduction in identified health services gaps. | C1.2.1.1 | Action the Economic Development Strategy 2021 (2.3.1) to work with our community's health services stakeholders to understand and address gap areas in our health services | CPDE | Gaps analysis undertaken. |

## CSP Goal 3: We feel a safe, secure and supportive community

### CSP C1.3 – Help build and maintain safe, supportive homes and spaces.

| ACTION ITEM NO. | DELIVERY PROGRAM ACTIONS | FUNCTION AREA | PARTNERS | MEASURE | OP Action Item No. | 2025-26 Action | Function Area | Measure |
|---|---|---|---|---|---|---|---|---|
| C1.3.1 | Collaborate successfully to deliver programs, projects and initiatives which make our community safe and resilient. | CPDE | Interagency partners, NSW Police, developers. | No. of programs, projects and initiatives. | C1.3.1.1 | Actively participate in initiatives for the reduction of crime including maintaining and improving our connections with local command, interagency and other service providers. | CPDE | Number of initiatives undertaken and continues to increase |
| | | | | | C1.3.1.2 | Achieve crime prevention through environmental design. | CPDE | Number of CPTED undertaken. |

2025 – 2026 Operational Plan

our community

# P1: Caring for community

COONAMBLE SHIRE COUNCIL

## CSP Goal 3: We are a safe, secure and supportive community

### CSP C1.3 – Help build and maintain safe, supportive homes and spaces.

| ACTION ITEM NO. | DELIVERY PROGRAM ACTIONS | FUNCTION AREA | PARTNERS | MEASURE | OP Action Item No. | 2025-26 Action | Function Area | Measure |
|---|---|---|---|---|---|---|---|---|
| C1.3.2 | Ensure we contribute to and plan for disaster preparedness, response and resilience. | CPDE, I, CS | NSW Gov including SES and NSW Police, developers | Implement and review actions from Flood Risk Management Plan. | C1.3.2.1 | Implement Flood Risk Management Plan (2021)'s recommendation and actions. | I<br>ESPC | Number of recommendations and actions completed. |
| | | | | | C1.3.2.2 | Work with agencies for disaster preparation and facility development. | I | Progression ongoing. |
| C1.3.3 | Authorise domestic animal control initiatives which are successful in reducing issues for our community. | CPDE | RSPCA, OLG, community, North West Vets | Asset Management Plan completed Coonamble Pound. | C1.3.3.1 | Investigate future opportunities for animal welfare and the pound facility. | CPDE | Opportunities identified. |
| | | | | | C1.3.3.2 | Deliver an animal welfare program. | CPDE | Animal welfare program developed and delivered. |
| | | | | Initiatives and regulatory programs completed. | | | | No. of programs undertaken and number of take up. |
| | | | | | C1.3.3.3 | Educate and engage with the community and animal owners to improve understanding on companion animal management. | CPDE | Number of correspondence sent. |
| | | | | | | | | Number of engagements. |
| C1.3.4 | Enhance safer regulatory and compliance strategies and operations. | CPDE | Regional Development Australia, DPIE | No. of policies and procedures. | C1.3.4.1 | Review regulatory and compliance strategies and operations. | CPDE | Compliance with industry best practice standards. |

2025 – 2026 Operational Plan

our community

# C2: Celebrating culture

**CSP Goal 4: We showcase and celebrate our diversity**

**CSP C2.1 – Celebrate diverse cultural projects and programs within a united, vibrant and capable community.**
**CSP C2.2 – Celebrate, engage and connect through the delivery of an exciting and diverse community events scene.**

| ACTION ITEM NO. | DELIVERY PROGRAM ACTIONS | FUNCTION AREA | PARTNERS | MEASURE | OP Action Item No. | 2025-26 Action | Function Area | Measure |
|---|---|---|---|---|---|---|---|---|
| C2.1.1 | Facilitate creative and artistic initiatives that strengthens our connection to our identities, culture and our land. | CPDE | Outback Arts, Interagency partners, Youth, arts community groups. | Improve community satisfaction with public art, creative and artistic opportunities. | C2.1.1.1 | Implement the Public Arts Policy, and appoint members to the Public Art Panel. | CPDE | Public Art Policy implemented.<br>Appointed Public Art Panel |
| | | | | | C2.1.1.2 | Upon funding approval, construct public art elements of the Masterplan including the Coonamble Region Art Trail. | CPDE | Coonamble Region Art Trail completed. |
| | | | | | C2.1.1.3 | Support and deliver creative and cultural programs which strengthens our community's identity and connection to each other. | CPDE | Number of programs and events supported. |
| P2.1.2 | Deliver dynamic and diverse cultural services. | CPDE | North Western Library Service, Central West Zone Library, Interagency partners, LALC | Sustain or improve community satisfaction with library service. | C2.1.2.1 | Coordinate dynamic library programs and projects which increase our community's engagement and maintains their satisfaction with, our library service. | CPDE | Number of programs and projects delivered. |
| | | | | | C2.1.2.2 | Provide opportunities to the Aboriginal and Multicultural members of our communities in cultural activities. | CPDE | Number of events supported.<br>NAIDOC Week Events |

our community

# C3: Recreation and sport

COONAMBLE SHIRE COUNCIL

**CSP Goal 5: We are a welcoming community of 'good sports'.**

**CSP C3.1 – Continuously improve sporting and recreational opportunities for our community and visitors.**
**CSP C3.2 – Maintain our parks, open spaces, gardens, and sporting and recreational facilities to a high standard.**

| ACTION ITEM NO. | DELIVERY PROGRAM ACTIONS | FUNCTION AREA | PARTNERS | MEASURE | OP Action Item No. | 2025-26 Action | Function Area | Measure |
|---|---|---|---|---|---|---|---|---|
| C3.1.1 | Build capacity through sporting, recreation and community initiatives to sustain and/or grow their offering to the community. | CPDE, I | Local sporting organisations and the community. | Improve community satisfaction with sporting and recreational opportunities. | C3.1.1.1 | Deliver grant funding application support to sporting, recreation and community organisations to sustain and grow their offering to the community. | CPDE | Number of grant applications successful. |
| C3.1.2 | Deliver Asset Management Plans for our sporting and recreational facilities. | CS | Local sporting organisations and the community. | No. of Asset Management Plans completed against outstanding.<br>Asset maintenance and renewal resourced. | C3.1.2.1 | Asset Management Plans are progressed for all sporting and recreational facilities across the LGA, including the Coonamble Showgrounds Management Plan and the Recreational Facilities Management Plan | CS | Total number of Asset Management Plans progressed. |
| C3.2.1 | Progress the Masterplan for MacDonald Park Precinct. | I | Local sporting organisations and the community. | Completion of detailed design and funding sort & allocated. | C3.2.1.1 | Community consultation for MacDonald Park Masterplan undertaken. | I | Community consultation completed. |

our community

# C3: Recreation and Sport

COONAMBLE SHIRE COUNCIL

**CSP Goal 5: We are a welcoming community of 'good sports'.**

**CSP C3.1 – Continuously improve sporting and recreational opportunities for our community and visitors.**
**CSP C3.2 – Maintain our parks, open spaces, gardens, and sporting and recreational facilities to a high standard.**

| ACTION ITEM NO. | DELIVERY PROGRAM ACTIONS | FUNCTION AREA | PARTNERS | MEASURE | OP Action Item No. | 2025-26 Action | Function Area | Measure |
|---|---|---|---|---|---|---|---|---|
| **C3.2.2** | Further advance the Coonamble Sportsground facility to meet the needs and expectations of our local, regional and state sporting and recreation stakeholders. | I, CDPE | Coonamble Sportsground users, community. | No. of funding applications submitted. | **C3.2.2.1** | Improve and attract funding for our sporting facilities across the LGA including; completed Coonamble Sportsground's female changerooms and public amenities; completed Gulargambone Sportsground canteen and amenities. | I, CPDE | Coonamble Sportsground's fem changerooms and amenities complete<br>Gulargambone Sportsground cante and amenities completed.<br>Additional funding fo sporting facilities pursued. |

2025 – 2026 Operational Plan

# our economy

cultivating our wealth, building our social capital

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our economy

# E1: Cultivating our wealth

COONAMBLE SHIRE COUNCIL

**CSP Goal 6: We support a resilient local economy by increasing its diversity and boosting op entrepreneurship and business**

**CSP E1.1 – Grow our reputation as an LGA of choice to live, work and invest.**
**CSP E1.2 – Develop a visitor economy through the provision of related infrastructure, services and experiences.**
**CSP E1.3 – Increase entrepreneurial activity in agriculture, business and tourism.**
**CSP E1.4 – Attract investment and funding to improve our infrastructure, community, economy, events and environmental care.**

| ACTION ITEM NO. | DELIVERY PROGRAM ACTIONS | FUNCTION AREA | PARTNERS | MEASURE | OP Action Item No. | 2025-26 Action | Function Area | Measure |
|---|---|---|---|---|---|---|---|---|
| **ED1.1.1** | Develop and deliver Coonamble LGA brand building initiatives as per the Economic Development Strategy 2021 and including the LGA's workforce challenges. | CPDE | Coonamble Chamber of Commerce, Gulargambone Community Cooperative, Quambone Resources Committee, business operators, Orana RDA, State Gov. | Progression of the Economic Development Strategy. | **ED1.1.1.1** | Real Country Strategy progressed. Funding pursued. | CPDE | Progression of projects identified in the Real Count Strategy. |
| **ED1.1.2**<br>**Cont. over** | Progress strategic Economic Development and Growth priority projects: Coonamble CBD precinct including laneway and carparking, and beautification projects at Quambone and Gulargambone.<br>(Cont. over) | CPDE | Coonamble Chamber of Commerce, Gulargambone Community Cooperative, Quambone Resources Committee, business operators. | Progression of priority projects and funding secured. | **ED1.1.2.1** | Masterplan priority project: Street Tree Transition Planting 2033 for Coonamble, Gulargambone and Quambone – consultation complete, planting commenced. | I | Community consultation completed.<br>Initial tree planting commenced. |
| | | | | | **ED1.1.2.2** | Masterplan priority project: Progress reactivation opportunities/projects for Coonamble CBD including property development. | CPDE | CBD reactivation projects progress |

our economy

# ED1: Economic Development and Growth

COONAMBLE SHIRE COUNCIL

**CSP Goal 6: We support a resilient local economy by increasing its diversity and boosting opportunities for entrepreneurship and business**

**CSP E1.1 – Grow our reputation as an LGA of choice to live, work and invest.**
**CSP E1.2 – Develop a visitor economy through the provision of related infrastructure, services and experiences.**
**CSP E1.3 – Increase entrepreneurial activity in agriculture, business and tourism.**
**CSP E1.4 – Attract investment and funding to improve our infrastructure, community, economy, events and environmental care.**

| ACTION ITEM NO. | DELIVERY PROGRAM ACTIONS | FUNCTION AREA | PARTNERS | MEASURE | OP Action Item No. | 2025-26 Action | Function Area | Measure |
|---|---|---|---|---|---|---|---|---|
| E1.1.2 (con't) | Progress strategic Economic Development and Growth priority projects: Coonamble CBD precinct including laneway and carparking, and beautification projects at Quambone and Gulargambone.<br>(continued) | CPDE | Coonamble Chamber of Commerce, Gulargambone Community Cooperative, Quambone Resources Committee, business operators. | Progression of priority projects and funding secured. | ED1.1.2.3 | Masterplan priority project; Active travel priority projects delivered inline with PAMP and Cycleway Plan including Coonamble Sportsground walking loop and Limerick st. | CPDE | Projects complete |
| | | | | | | | I | Future priority projects progressed. |
| | | | | | ED1.1.2.4 | Masterplan priority project; Commission way finding and interpretative signage audit and plan for the LGA. | CPDE | Audit and plan commenced. |
| | | | | | ED1.1.2.5 | Masterplan priority project; Complete Smith Park upgrades (seats,bins,chairs). | I | Smith Park upgrades comple |
| | | | | | ED1.1.2.6 | Masterplan priority project; Wood chipping trialed as opportunity to reduce maintenance and costs. | I | Wood chipping integrated into tre planting program minimise works. |
| ED1.2.1 | Progress the Artesian Bore Bath facility. | CPDE | Country and Outback Tourism Authority. | Project completion. | ED1.2.1.1 | Finalise detailed design for the Artestian Bore Bath facility. | CPDE | Detailed design complete. |

our economy

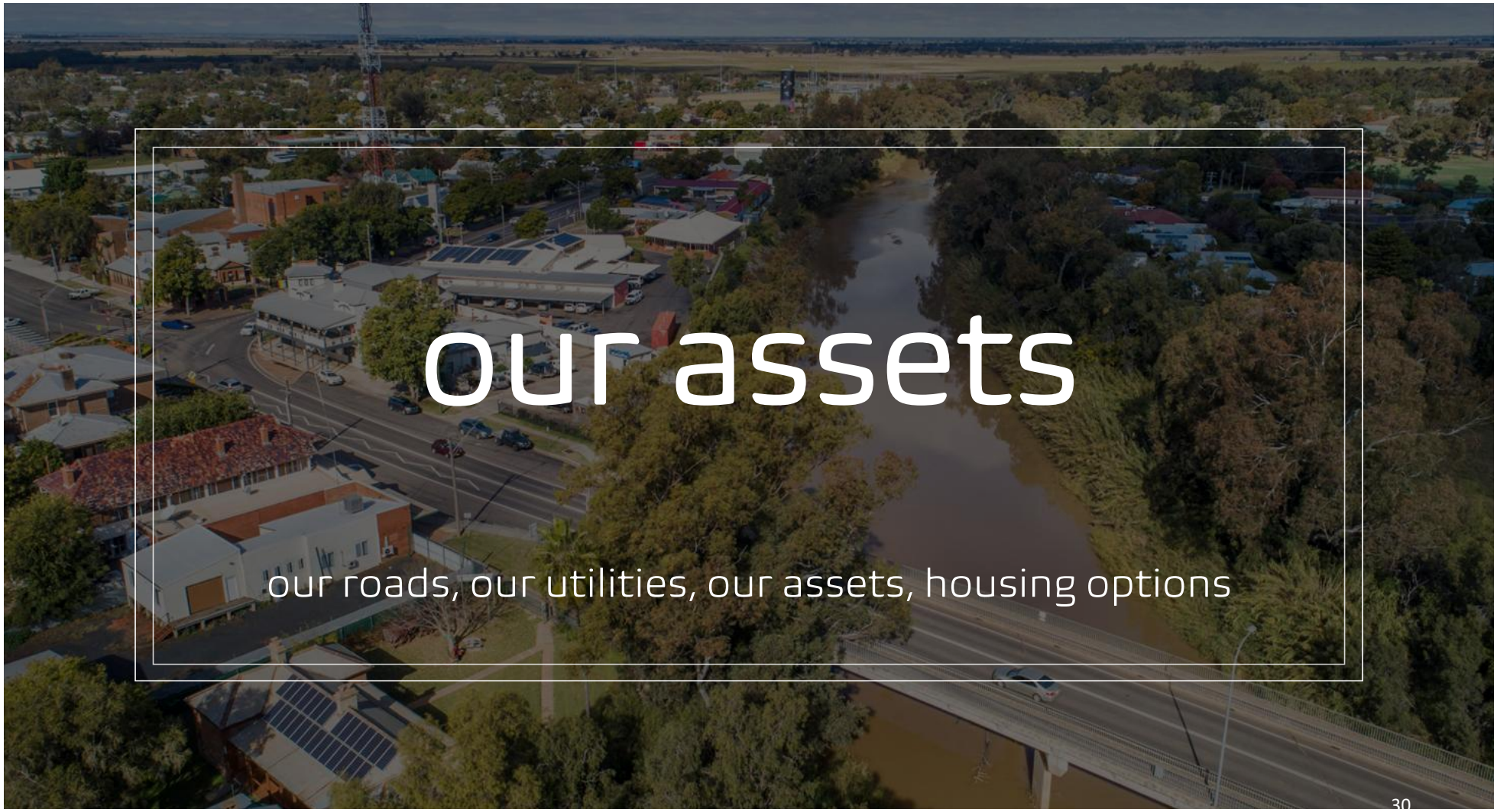
# ED2: Building our social capital

COONAMBLE SHIRE COUNCIL

**CSP Goal 7: We enhance our ability to contribute to and care for our community**

**CSP E2.1 – Increase knowledge, qualities and skills to support prosperity for ourselves, our children and youth, families, neighbours and community.**
**CSP E2.2 – Enhance our leadership, consultation and other skills to create a united, vibrant and service-oriented community.**

| ACTION ITEM NO. | DELIVERY PROGRAM ACTIONS | FUNCTION AREA | PARTNERS | MEASURE | OP Action Item No. | 2025-26 Action | Function Area | Measure |
|---|---|---|---|---|---|---|---|---|
| **E2.1.1** | Develop and implement community-building programs (eg small business seminars, doing business with Council workshops, youth activities). | CPDE | Regional Development, Biz HQ, education providers, community groups, community members. | Number of programs available in the local community. | **E2.1.1.1** | Liaise with relevant stakeholders to deliver community-building programs. | CPDE | Number of programs availab in the community |
| **E2.2.1** | Collaborate with local businesses, non-profits and educational institutions to promote opportunities for skill-development and employment. | CPDE | Education and training providers, Chamber of Commerce, community groups, community members. | Increase in local employment opportunities. | **E2.2.1.1** | Liaise with relevant stakeholders to promote opportunities for skill-development and employment. | CPDE | Number of promotions made |
| **E2.3.1** | Support and engage with our community and education providers to ensure our community's education needs from early childhood to tertiary, are understood and met. | CPDE | Education providers, community, AECG. | Number of polices/strategies introduced to address adequate and quality education choices. | **E2.3.1.1** | Commence an education mapping exercise for the LGA to understand the needs and priorities of our community and education providers. | CPDE | Education mappi exercise commenced. |


our assets
our roads, our utilities, our assets, housing options
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GOONAMBLE SHIRE COUNCIL

# A1: Our roads

**CSP Goal 8: Our road network enables our community, industries and economy to thrive in broader contexts**

**CSP A1.1 – Ensure our roads and related infrastructure maintain high connectivity standards.**

| ACTION ITEM NO. | DELIVERY PROGRAM ACTIONS | FUNCTION AREA | PARTNERS | MEASURE | OP Action Item No. | 2025-26 Action | Function Area | Measure |
|---|---|---|---|---|---|---|---|---|
| A1.1.1 | Review and implement Council's ten-year roads Capital Works Program. | I | TfNSW | Ten-year Capital Works Program updated annually and adopted by 30 June.<br>Works program completed within +/- 5% | A1.1.1.1 | Review and implement 10-year roads Capital Works Program. | I | 10-Year roads Capital Works Program implemented. |
| A1.1.2 | Continue to maintain roadside slashing when grass impedes visibility. | I | TfNSW,RFS community. | Undertake slashing program annually.<br>Apply for hazard reduction funding through RFS prior to 31 March annually. | A1.1.2.1 | Develop and implement annual slashing program. | I | Annual slashing program implemented and monitored. |
| | | | | | A1.1.2.2 | Prepare and submit application for hazard reduction funding through RFS. | I | Application for hazard reduction funding submitted 31 March. |
| A1.1.3 | Liaise with State and Federal Members and the Roads Minister on rural road funding issues. | I | Federal and State Governments | Meet every six months with State and Federal Members, and annually with NSW Minister for Roads. | A1.1.3.1 | Ensure regular meetings with State and Federal Members and NSW Minister for Roads | I | Six-monthly meetings held with State and Federal Members.<br>Annual meeting he with NSW Minister for Roads. |

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# A1: Our roads

**CSP Goal 8: Our road network enables our community, industries and economy to thrive in broader contexts**

**CSP A1.1 – Ensure our roads and related infrastructure maintain high connectivity standards.**

| ACTION ITEM NO. | DELIVERY PROGRAM ACTIONS | FUNCTION AREA | PARTNERS | MEASURE | OP Action Item No. | 2025-26 Action | Function Area | Measure |
|---|---|---|---|---|---|---|---|---|
| A1.1.4 | Complete the Tooraweenah Road upgrade project. | I | Project delivery stakeholders, community, State and Federal Governments | Monthly reporting and meetings undertaken with State and Federal Governments. | A1.1.4.1 | Meet regularly and report monthly on progress of Tooraweenah Road upgrade project. | I | Monthly reporting. |
| | | | | Meet agreed milestones on time. | A1.1.4.2 | Deliver works to meet agreed milestones. | I | Milestones met as per agreement. |
| A1.1.5 | Advocate to ensure that transport issues of the community are adequately addressed. | I | Community, Local Traffic Committee | Local Traffic Committee meetings held quarterly wherein issues are raised. | A1.1.5.1 | Convene quarterly Local Traffic Committee meetings in accordance with committee terms of reference. | I | Quarterly Local Traffic Committee meetings held. |

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# A2: Our utilities

GOONAMBLE SHIRE COUNCIL

**CSP Goal 9: Our approach to sanitation serves our current and longer term needs**

**CSP A2.1 – Deliver a reliable supply of potable water to homes and public spaces.**
**CSP A2.2 – Maintain high standards of sanitation in our homes and public spaces.**
**CSP A2.3 – Ensure that drainage is sufficient to protect infrastructure and health.**

| ACTION ITEM NO. | DELIVERY PROGRAM ACTIONS | FUNCTION AREA | PARTNERS | MEASURE | OP Action Item No. | 2025-26 Action | Function Area | Measure |
|---|---|---|---|---|---|---|---|---|
| A2.1.1 | Carry out water strategic planning. | I | DCCEEW | Complete and obtain Department of Climate Change, Energy, the Environment and Water (DCCEEW) concurrence with Integrated Water Cycle Management Strategy (IWCMS) | A2.1.1.1 | Develop and adopt IWCMS in conjunction with DCCEEW | I | IWCMS is adopted and receives concurrence from DCCEEW. |
| | | | | Complete 30-year Total Asset Management Plan and 30-year Long Term Financial Plan. | A2.1.1.2 | Prepare 30-year AMP and LTFP. | I | Adoption of Water AMP and LTFP. |
| | | | | Complete 5-year Drought Contingency and Emergency Response Plan. | A2.1.1.3 | Prepare and adopt 5-year Drought Contingency and Emergency Response Plan. | I | 5-year Drought Contingency and Emergency Response Plan adopted. |

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# A2: Our utilities

COONAMBLE SHIRE COUNCIL

**CSP Goal 9: Our approach to sanitation serves our current and longer term needs**

**CSP A2.1 – Deliver a reliable supply of potable water to homes and public spaces.**
**CSP A2.2 – Maintain high standards of sanitation in our homes and public spaces.**
**CSP A2.3 – Ensure that drainage is sufficient to protect infrastructure and health.**

| ACTION ITEM NO. | DELIVERY PROGRAM ACTIONS | FUNCTION AREA | PARTNERS | MEASURE | OP Action Item No. | 2025-26 Action | Function Area | Measure |
|---|---|---|---|---|---|---|---|---|
| **A2.1.2** | Ensure all development approvals consider existing utilities infrastructure in their determination. | CDPE | Community, developers | 100% of approvals have had adequacy of existing utilities determined. | A2.1.2.1 | Develop and implement procedure to ensure all development approvals consider existing utilities infrastructure in their determination. | CDPE | Procedure implemented and monitored. |
| **A2.1.3** | Utilities performance audited annually through Triple Bottom Line (TBL) reporting. | I | DCCEEW | Report submitted annually. | A2.1.3.1 | Prepare and submit annual report through TBL reporting. | I | Annual utilities performance report submitted. |
| **A2.1.4** | Implement water efficiency programs. | I | Community | Publicise two (2) programs/activities per year. | A2.1.4.1 | Develop and implement water efficiency programs. | I | Two programs publicised annually. |

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COONAMBLE SHIRE COUNCIL

# A2: Our utilities

**CSP Goal 9: Our approach to sanitation serves our current and longer term needs**

**CSP A2.1 – Deliver a reliable supply of potable water to homes and public spaces.**
**CSP A2.2 – Maintain high standards of sanitation in our homes and public spaces.**
**CSP A2.3 – Ensure that drainage is sufficient to protect infrastructure and health.**

| ACTION ITEM NO. | DELIVERY PROGRAM ACTIONS | FUNCTION AREA | PARTNERS | MEASURE | OP Action Item No. | 2025-26 Action | Function Area | Measure |
|---|---|---|---|---|---|---|---|---|
| A2.2.1 | Carry out Sewerage Strategic Planning | I,CS | DCCEEW | Trade Waste Policy implemented, monitored and reviewed. | A2.2.1.1 | Review and monitor Trade Waste Policy. | I | Trade Waste Polic implemented and monitored. |
| | | | | Obtain and expend funding in provision of concept and detailed designs for Coonamble Sewer Treatment Plant. | A2.2.1.2 | Seek and obtain funding for concept and detailed designs for Coonamble Sewer Treatment Plant. | I | Concept and deta designs for Coonamble Sewe Treatment Plan completed. |
| | | | | Complete 30-year Total Asset Management Plan and 30-year Long term Financial Plan. | A2.2.1.3 | Complete 30-year Total AMP and LTFP for Coonamble LGA sewerage. | I | Coonamble sewerage 30-year Total AMP and LT completed. |
| A2.3.1 | Carry out Drainage Strategic Planning | I | DCCEEW | Complete 30-year Total Asset Management Plan and 30-year Long Term Financial Plan. | A2.3.1.1 | Complete 30-year Total AMP and LTFP for Coonamble LGA drainage. | | Coonamble draina 30-year Total AMI and LTFP comple |

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COONAMBLE SHIRE COUNCIL

# A3: Our assets

**CSP Goal 10: Our maintain and improve our natural and built assets to help our families, community, economy an environment thrive.**

**CSP A3.1 – Systematically enhance and maintain our homes, businesses, community, infrastructure, parks, gardens, farms and othe natural and built assets for functionality and aesthetics.**

| ACTION ITEM NO. | DELIVERY PROGRAM ACTIONS | FUNCTION AREA | PARTNERS | MEASURE | OP Action Item No. | 2025-26 Action | Function Area | Measure |
|---|---|---|---|---|---|---|---|---|
| **A3.1.1** | Successfully represent the interests of our community with regards to rail freight. | CPDE | ARTC, Inland Rail, community, NSW Farmers. | Ongoing successful engagement with all stakeholders. | A3.1.1.1 | Respond and engage where appropriate with the Inland Rail project and other rail infrastructure services and projects to advocate for best outcomes for our community. | CPDE | Number of responses. |
| | | | | | A3.1.1.2 | Monitor the implementation of the Master Inland Rail Development Agreement (MIRDA). | I | Monitoring and ongoing dialogue occurring with AR regarding MIRDA. |
| **A3.1.2** | Create and adopt strategies and operations which improve the quality and efficiency of the Coonamble Livestock Regional Market. | CPDE | Saleyards users and agents. | Implement and resource Coonamble Livestock Regional Market Asset Management Plan.<br>MOU and operating protocols deliver operational effectiveness and governance. | A3.1.2.1 | Develop the Asset Management Plan (AMP) for the Coonamble Regional Livestock Market. | CPDE | AMP commenced |
| **A3.1.3** | Ensure priority measures implemented from the PAMP. | I, CS | Community | Annual inspections of footpaths and cycleways prior to finalising works program. | A3.1.3.1 | Develop and implement annual program of inspections of footpaths and cycleways, aligned to preparation of the annual works program. | I | Inspection progra implemented and monitored. |

our assets

# A3: Our assets

**CSP Goal 10: Our maintain and improve our natural and built assets to help our families, community, economy an environment thrive.**

**CSP A3.1 – Systematically enhance and maintain our homes, businesses, community, infrastructure, parks, gardens, farms and othe natural and built assets for functionality and aesthetics.**

| ACTION ITEM NO. | DELIVERY PROGRAM ACTIONS | FUNCTION AREA | PARTNERS | MEASURE | OP Action Item No. | 2025-26 Action | Function Area | Measure |
|---|---|---|---|---|---|---|---|---|
| A3.1.4 | Maintain compliance with *Work Health and Safety (Mines and Petroleum Sites) Regulation 2022.* | I | NSW Resources Regulator | Participate in annual inspections as requested by the NSW Resources Regulator. | A3.1.4.1 | Ensure the quarry is adequately resourced to participate in annual inspection as required by the NSW Resources Regulator. | I | Annual quarry inspection completed. |
| | | | | Review Safety Management System annually. | A3.1.4.2 | Develop and implement annual review program of the safety management system. | I | Safety Manageme System reviewed annually. |
| | | | | Review Principal Mining Hazard Management Plans (PMHMP) annually. | A3.1.4.3 | Review and implement annual review of the PMHMP | I | PMPMP reviewed annually. |
| A3.1.5 | Maintain compliance with *Protection of the Environment Operations Act 1997.* | I | EPA | Submission of Annual Licence Return. | A3.1.5.1 | Ensure the quarry is adequately resourced to prepare and submit annual licence return. | I | Annual Licence Return for quarry submitted. |
| | | | | Test Pollution Incident Response Management Plan annually. | A3.1.5.2 | Develop and implement annual program to test Pollution Incident Response Management Plan (PIRMP). | I | Annual testing of PIRMP. |

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our assets

# A3: Our assets

**CSP Goal 10: Our maintain and improve our natural and built assets to help our families, community, economy an environment thrive.**

**CSP A3.1 – Systematically enhance and maintain our homes, businesses, community, infrastructure, parks, gardens, farms and othe natural and built assets for functionality and aesthetics.**

| ACTION ITEM NO. | DELIVERY PROGRAM ACTIONS | FUNCTION AREA | PARTNERS | MEASURE | OP Action Item No. | 2025-26 Action | Function Area | Measure |
|---|---|---|---|---|---|---|---|---|
| A3.1.6 | Deliver plant and fleet management efficiencies. | I | | Installation of GPS in all plant and fleet. | A3.1.6.1 | Complete program to install GPS in all Council plant and fleet vehicles. | I | GPS installed in a Council plant and fleet vehicles. |
| | | | | Installation of digital radio in all plant and fleet. | A3.1.6.2 | Complete program to install digital radio in all Council plant and fleet vehicles. | I | Digital radio instal in all Council plan and fleet. |
| | | | | Review of plant hire rates undertaken annually. | A3.1.6.3 | Develop and implement program of annual review of plant hire rates. | I | Annual review of plant hire rates completed. |
| A3.1.7 | Deliver a Long Term Financial Plan (LTFP) that achieves balance between the Council's financial capabilities and the community's aspirations, and which is a quality decision making and problem solving tool. | CS | OLG | Projections within the LTFP reflect the financial projections contained in the Asset Management Plans. | A3.1.7.1 | Develop and adopt a Long Term Financial Plan that accurately aligns with Asset Management Plans. | CS | Adopted Long Ter Financial Plan cro references Asset Management Plan |

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# A4: Housing options

COONAMBLE SHIRE COUNCIL

**CSP Goal 11: We have access to safe, affordable and diverse housing options.**

**CSP A4.1 – Land is suitably zoned, sized and located to allow for a variety of housing types.**
**CSP A4.2 – Development opportunities are communicated to the community.**

| ACTION ITEM NO. | DELIVERY PROGRAM ACTIONS | FUNCTION AREA | PARTNERS | MEASURE | OP Action Item No. | 2025-26 Action | Function Area | Measure |
|---|---|---|---|---|---|---|---|---|
| A4.1.1 | Develop a housing strategy to address affordability and availability of residential land and housing. | CPDE | DPIE, developers, community | Development of successful strategies and frameworks including Conditions of Consent framework. | A4.1.1.1 | Develop and implement Coonamble Shire Housing Strategy, addressing affordability and availability of residential land and housing. | CPDE | Adoption of Coonamble Shire Housing Strategy |
| | | | | | | Ensure planning framework includes strategies such as Conditions of Consent framework that support affordable and available residential land and housing. | CPDE | Planning strateg framework developed and implemented. |
| A4.1.2 | Amend and improve our planning instruments and development control plans. | CPDE | DPIE, developers, community | Endorsed Coonamble LEP Amendment and adopted DCPs. | A4.1.2.1 | Review LEP and development control plans (DCPs). | CPDE | LEP Amendment endorsed and DC adopted. |
| A4.2.1 | Develop a procedure that includes a communications strategy to ensure that all development opportunities are advertised in the Coonamble LGA. | CPDE | Media channels, developers | 100% of development opportunities are advertised in the Coonamble LGA. | A4.2.1.1 | Develop and implement a procedure for property development that includes a communications strategy. | CPDE | Property development procedure implemented and monitored for 100 compliance with lo advertising requirement. |

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sustainable care for country
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our country

# OC1: Planning and Development

COONAMBLE SHIRE COUNCIL

**CSP Goal 12: We show informed, fair and inclusive care for our country and community.**

**CSP OC1.1 – We balance land use interests and minimise risks by following planning framework and regulations.**

| ACTION ITEM NO. | DELIVERY PROGRAM ACTIONS | FUNCTION AREA | PARTNERS | MEASURE | OP Action Item No. | 2025-26 Action | Function Area | Measure |
|---|---|---|---|---|---|---|---|---|
| OC 1.1.1 | Achieve flood risk management strategies and projects. | CPDE | DPIE, developers, community | Delivery of DCP. | OC1.1.1.1 | Complete Stage 5 of the Coonamble Flood Levee | I | Completion of Stage 5. |
| | | I | Community | Stage 4A Coonamble Levee construction complete. | OC1.1.1.2 | Draft Development Control Plans to include flood planning area development controls. | CPDE | DCP adopted by Council. |
| | | I | Community | Stage 5 Coonamble Levee complete. | OC1.1.1.3 | Implement Council's Floodplain Risk Management Study. | CPDE | Number of recommendations a actions completed. |
| OC 1.1.2 | Implement Planning and Development Approvals Process which enhances operational efficiencies. | CPDE | DPIE, developers, community. | Delivery of Development Control Plans. | OC1.1.2.1 | Condition of Consent Framework uploaded to the NSW Planning Portal. | CPDE | Uploading complete |
| | | | | | OC1.1.2.2 | Update and establish all Development Control Plans. | CPDE | DCPs reviewed and adopted. |

2025 – 2026 Operational Plan

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# OC1: Sustainable care for country

GUNNAMBLE SHIRE COUNCIL

## CSP Goal 13: We actively and sustainably 'care for country'.

### CSP OC1.2 – Learn about, apply practices and comply with legislation that sustains our environment for ourselves and our future generations.

| ACTION ITEM NO. | DELIVERY PROGRAM ACTIONS | FUNCTION AREA | PARTNERS | MEASURE | OP Action Item No. | 2025-26 Action | Function Area | Measure |
|---|---|---|---|---|---|---|---|---|
| **OC1.2.1** | Support stakeholders such as the Castlereagh Macquarie County Council, Local Land Services and Landcare whose plans and operations deliver greater environmental outcomes in our community. | CPDE | Castlereagh Macquarie County Council, Local Land Services and Landcare, community. | Sustained relationship with partners. | OC1.2.1.1 | Continue our involvement and support with our environmental service partners. | CS, C | Continued involvement and participation. |
| **OC1.2.2** | As community expectations evolve, simultaneously evolve our involvement with initiatives which deliver greater environmental outcomes in our community. | CPDE | Community. | Response level to emerging community expectation in relation to the environment. | OC1.2.2.1 | Engage with community on environmental expectations and adapt to evolving requirements for Local Government's role in delivering environmental outcomes. | CPDE | Number of engagements offere and uptake. |

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# OC1: Sustainable care for country

GUNDAGAI SHIRE COUNCIL

## CSP Goal 14: We operate a circular economy

**CSP OC1.3 – Implement programs and plans that balance our waste disposal expectations with the resources and capacity available to us.**
**CSP OC1.4 – Reduce landfill waste by actively recycling and using reusable products and materials.**

| ACTION ITEM NO. | DELIVERY PROGRAM ACTIONS | FUNCTION AREA | PARTNERS | MEASURE | OP Action Item No. | 2025-26 Action | Function Area | Measure |
|---|---|---|---|---|---|---|---|---|
| OC1.3.1 | Create and adopt new and evolved waste management strategies and operations which reduce the gap between our community's sustainable waste expectations and satisfaction levels. | CPDE | NSW State Dept, community. | Delivery of Waste Management Strategy | OC1.3.1.1 | Review the Waste Management Strategy. | CPDE | Review completed. |
| | | | | | OC1.3.1.2 | Review current waste management service levels. | CPDE | Review completed. |
| OC1.3.2 | Develop and adopt recycling practices including recycling collection and the identification and sale of reusable materials. | CPDE | NSW State Dept, community. | Reduction of volume of materials going to landfill. | OC1.3.2.1 | Introduce household recycling collection. | CPDE | Household recycling collection implemented. |
| | | | | | OC1.3.2.2 | Develop program to identify and sell reusable materials at landfill sites. | CPDE | Reduction in volume of material in landfill |

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GM – General Manager's Office; CPDE – Community, Planning, Development and Environment; CS – Corporate Services; I – Infrastructure;

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# L1: Stepping up to help

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## CSP Goal 15: We actively serve our community to the best of our ability

**CSP L1.1 – Find opportunities to use our skills, and work with others to build a united, vibrant and service-oriented community.**

| ACTION ITEM NO. | DELIVERY PROGRAM ACTIONS | FUNCTION AREA | PARTNERS | MEASURE | OP Action Item No. | 2025-26 Action | Function Area | Measure |
|---|---|---|---|---|---|---|---|---|
| L1.1.1 | Support and contribute to initiatives which fosters and recognises leadership within our community. | GM, CG | Community, community groups. | Number of initiatives supported. | L1.1.1.1 | Continue Council's involvement with recognising community leadership. | All | Number of initiative and programs implemented. |

## CSP Goal 16: We make and implement informed decisions with trustworthiness, integrity and probity

**CSP L2.1 – Use expert, cultural, scientific and local knowledge to inform our decision-making and consultation.**
**CSP L2.2 – Proactively communicate our decisions, and the processes to reach them, to relevant stakeholders.**

| ACTION ITEM NO. | DELIVERY PROGRAM ACTIONS | FUNCTION AREA | PARTNERS | MEASURE | OP Action Item No. | 2025-26 Action | Function Area | Measure |
|---|---|---|---|---|---|---|---|---|
| L.2.1.1 | Employ quality engagement and communication tools and strategies, including Council's Community Engagement Strategy, which achieves increased community's participation in decision making. | CPDE, CG | Community, community groups. | Implementation of evolved community engagement tools and methods. | L1.2.1.1 | Evolve community engagement tools and methods to achieve increased community participation. | All | Number of initiative and programs implemented. |

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# L1: Stepping up to help

**CSP Goal 16: We make and implement informed decisions with trustworthiness, integrity and probity**

**CSP L2.1 – Use expert, cultural, scientific and local knowledge to inform our decision-making and consultation.**
**CSP L2.2 – Proactively communicate our decisions, and the processes to reach them, to relevant stakeholders.**

| ACTION ITEM NO. | DELIVERY PROGRAM ACTIONS | FUNCTION AREA | PARTNERS | MEASURE | OP Action Item No. | 2025-26 Action | Function Area | Measure |
|---|---|---|---|---|---|---|---|---|
| **L.2.1.1** | Employ quality engagement and communication tools and strategies, including Council's Community Engagement Strategy, which achieves increased community's participation in decision making. | CPDE, CG | Community, community groups. | Implementation of evolved community engagement tools and methods. | L1.2.1.1 | Evolve community engagement tools and methods to achieve increased community participation. | All | Number of initiatives and programs implemented. |
| **L2.1.2** | Maintain compliance with best practice governance standards. | CG | Councillors, Council officers. | Governance practices comply with industry best practice (eg, Eight Elements of Good Governance). | L2.1.2.1 | Develop and implement an annual review of governance best practice advice, keeping Council up to date with industry standards. | CG | Annual review of governance guidance |
| **L2.1.3** | Deliver communication and marketing strategies which achieve brand building and maximises engagement with our community. | CPDE | Community | Number of publications in circulation each month in the LGA. | L2.1.3.1 | Implement annual review of communication strategy to increase engagement and communication with target groups. | CPDE | Number of engagement and communication to outreach ratio. |

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# L2: Our ongoing improvement

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## CSP Goal 17: We adopt processes of ongoing improvement and learning in our endeavours

**CSP L2.1 – Regularly identify and remove operational bottlenecks.**
**CSP L2.2 – Implement a continuous learning process: plan, act, reflect, learn, and re-plan.**

| ACTION ITEM NO. | DELIVERY PROGRAM ACTIONS | FUNCTION AREA | PARTNERS | MEASURE | OP Action Item No. | 2025-26 Action | Function Area | Measure |
|---|---|---|---|---|---|---|---|---|
| L2.1.1 | Achieve organisational decision making which is strategic and not ad hoc. | CG | Councillors, Council officers | 100% compliance with Integrated Planning and Reporting requirements. | L2.1.1.1 | Ensure continuous learning process is applied to development and implementation of Council's IP&R and other policies/ strategies/programs etc. | CG | 100% compliance v Integrated Planning and Reporting requirements. |
| L2.1.2 | Achieve redundancy within our organisational structure and provide effective pathways for our people by successfully becoming a learning organisation. | CG | People & Culture business unit, Council officers. | Resourced annual training plan. | L2.1.2.1 | Resource the Annual Training Plan which facilitates the successful delivery of commitments made in the Delivery Plan and Operational Plan. | CG | Annual training plan included in budget. |
| | | | | Workforce plan completed. | L2.1.2.2 | Complete actions/strategies contained in the workforce plan. | CG | Number of actions/ strategies from workforce management plan completed. |
| L2.1.3 | Develop and adopt strategies including Customer Service Charter that positively influence the way we think and do business. | CS | Community | Develop customer focused procedures including Customer Service Charter, Complaint Handling Framework, Customer Response System. | L2.1.3.1 | Develop customer focused procedures including; Customer Service Policy; Complaints Handling; Customer Response System so that our people and systems achieve closed loop/double loop learning. | CS | Relevant documentation and policies developed. |
| | | | | Deliver long-term records management solution. | L2.1.3.2 | Deliver a long term solution to records management. | CS | Records Managem system implemente |

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# L2: Our ongoing improvement

COONAMBL
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## CSP Goal 17: We adopt processes of ongoing improvement and learning in our endeavours

**CSP L2.1 – Regularly identify and remove operational bottlenecks.**
**CSP L2.2 – Implement a continuous learning process: plan, act, reflect, learn, and re-plan.**

| ACTION ITEM NO. | DELIVERY PROGRAM ACTIONS | FUNCTION AREA | PARTNERS | MEASURE | OP Action Item No. | 2025-26 Action | Function Area | Measure |
|---|---|---|---|---|---|---|---|---|
| L2.2.1 | Complete and adopt the Audit, Risk and Improvement Committee's (ARIC's) Strategic Four Year Plan. | CG | ARIC, OLG | ARIC Strategic Plan complete. | L2.1.2.1 | In conjunction with ARIC and Council, develop and implement four year strategic plan. | CG | Strategic Plan adop and program follow |
| L2.2.2 | Complete a Service Delivery Review program for the organisation. | CG | OLG | Four-year Service Delivery Review Program endorsed. | L2.2.2.1 | Develop four-year Service Delivery Review Program. | CG | Adoption of four-ye Service Delivery Review Program. |
| | | | | Service reviews completed as per program. | L2.2.2.2 | Complete service reviews as per four-year program. | ALL | Completion of relev service review. |

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